DOCUMENT RESUME

ED 369 406　　IR 054 985

TITLE	Gateway to the Pacific Rim: Information Resources for the 21st Century. Association of Research Libraries, Minutes of the Meeting (122nd, Honolulu, Hawaii, May 1993).
INSTITUTION	Association of Research Libraries, Washington, D.C.s
REPORT NO	ISSN-0044-9652
PUB DATE	93
NOTE	211p.; For the minutes of the 121st meeting, see ED 365 346.
AVAILABLE FROM	Association of Research Libraries, 21 Dupont Circle, Washington, DC 20036 (published semiannually; $45 per year, members; $70 per year, nonmembers: $25 per single issue, members; $35 per single issue, nonmembers).
PUB TYPE	Collected Works - Conference Proceedings (021) -- Reports - Evaluative/Feasibility (142)
EDRS PRICE	MF01/PC09 Plus Postage.
DESCRIPTORS	Academic Libraries; Access to Information; Computer Networks; Cultural Awareness; Economic Factors; Foreign Countries; Futures (of Society); Higher Education; *Information Dissemination; Information Networks; Library Associations; Research Libraries; Scientific and Technical Information; *Technological Advancement; *User Needs (Information)
IDENTIFIERS	*Asia; Association of Research Libraries; Global Studies; *Pacific Rim

ABSTRACT

High economic growth and growing movements toward democratic political systems are reshaping the Pacific countries, and these movements will have profound implications for libraries. The program of the meeting of the Association of Research Libraries was devoted to the cultures, societies, and libraries of the Pacific Rim. Program Session I, "Understanding the Pacific Rim: Context and Perspective," includes the following: "Introduction" (Susan Nutter); "Welcoming Remarks" (Kenneth P. Mortimer); "Opening Remarks" (John Haak); "The Evolution of Asia and Its Research Implications" (Michel Oksenberg); "Asia in the Media" (John McChesney). Program Session II, "The Challenges of Pacific Rim Research," includes: "Opening Remarks" (Sul H. Lee); "The Challenges of the Globalization of Knowledge in the Next Century" (Mark Juergensmeyer); "Scientific and Technical Information from Japan: The Needs of Americans" (James Bartholomew). Program Session III, "Responses to Pacific Rim Information Needs," includes: "Introduction" (Paul Mosher); "Northwest Consortium for Southeast Asian Studies" (Judith Henchy); "Accessing International Information" (Barbara Peterson); "Meeting the Information Needs of the Business and Professional Community" (John Haak); and "Current Developments in Electronic Networking" (Natsuko Furuya). A business meeting followed, with further panel discussions on "Academic and Research Libraries in Australia, Japan, and Korea"; "Diversifying the University in a Diverse Culture"; and "Tapping Asia's Economic Prosperity: Pacific Rim Fund Raising Sources." Five appendixes provide information about the Association and its finances and membership. (SLD)

GATEWAY TO THE PACIFIC RIM: INFORMATION RESOURCES FOR THE 21ST CENTURY

ASSOCIATION OF RESEARCH LIBRARIES MINUTES OF THE 122ND ANNUAL MEETING

Honolulu, Hawaii May 1993

ISSN 0044-9652

ED 369 406

U.S. DEPARTMENT OF EDUCATION
Office of Educational Research and Improvement
EDUCATIONAL RESOURCES INFORMATION CENTER (ERIC)

☐ This document has been reproduced as received from the person or organization originating it.

☐ Minor changes have been made to improve reproduction quality.

- Points of view or opinions stated in this document do not necessarily represent official OERI position or policy.

With the compliments of

ASSOCIATION OF
RESEARCH LIBRARIES

21 Dupont Circle
Washington, D.C. 20036
202 296 2296 telephone
202 872 0884 fax

IR054985

BEST COPY AVAILABLE

"PERMISSION TO REPRODUCE THIS MATERIAL HAS BEEN GRANTED BY

C.A. MANDEL

TO THE EDUCATIONAL RESOURCES INFORMATION CENTER (ERIC)."

ASSOCIATION OF RESEARCH LIBRARIES 1993

OFFICERS AND BOARD

Susan K. Nutter	President
John Black	Vice President & President-Elect
Arthur Curley	Past President
Jerry D. Campbell	(Oct. 1990 – Oct. 1993)
Dale B. Canelas	(Oct. 1992 – Oct. 1995)
Joan Chambers	(Oct. 1990 – Oct. 1993)
Nancy Cline	(Oct. 1991 – Oct. 1994)
Sul H. Lee	(Oct. 1991 – Oct. 1994)
Emily R. Mobley	(Oct. 1990 – Oct. 1993)
George W. Shipman	(Oct. 1992 – Oct. 1995)
David H. Stam	(Oct. 1992 – Oct. 1995)

STAFF

Duane E. Webster	Executive Director
Prudence S. Adler	Assistant Executive Director – Federal Relations and Information Policy
G. Jaia Barrett	Director, Office of Research and Development
Kriza Jennings	OMS Diversity Consultant
Susan Jurow	Director, Office of Management Services
Joan Lippincott	Assistant Director, Coalition for Networked Information
Ann Okerson	Director, Office of Scientific and Academic Publishing
Paul Evan Peters	Director, Coalition for Networked Information
Jutta Reed-Scott	Senior Program Officer for Access and Collection Services
Maureen Sullivan	OMS Organization Development Consultant
C. Brigid Welch	OMS Senior Program Officer for Information Services and OMS Operations

GATEWAY TO THE PACIFIC RIM: INFORMATION RESOURCES FOR THE 21ST CENTURY

ASSOCIATION OF RESEARCH LIBRARIES
MINUTES OF THE 122ND MEETING

HONOLULU, HAWAII
MAY 1993

SUSAN K. NUTTER, PRESIDING

© COPYRIGHT 1993
ASSOCIATION OF RESEARCH LIBRARIES
ISSN 004-9652

The *Minutes of the Meetings* are published semiannually by the
Association of Research Libraries
21 Dupont Circle
Washington, DC 20036

Standing Order Price: ARL Members — $45.00 per year; All Others — $70.00 per year. Issues are also available individually: ARL Members — $25.00; All Others — $35.00.

Edited by
C. Brigid Welch
Lallie Dawson Leighton

Library of Congress Cataloging-in-Publication Data

Association of Research Libraries.
Minutes of the meeting. 1st-
Dec. 1932-
[Princeton, N.J., etc.]
v. 28 cm.
Meetings are numbered irregularly: 9th-10th, 12th called
respectively: 10th-11th, 13th.
INDEXES:
Subject index.
1st-42d, Dec. 1932-Jan. 1954. 1 v.
Z673.A84
59-30046

Printed in U.S.A. ISSN 0044-9652

The paper used in this publication meets the minimum requirements of American National Standard for Information Sciences--Permanence of Paper for Printed Library Materials, ANSI Z39.48-1984.

TABLE OF CONTENTS

Foreword v

PROGRAM SESSION I

Understanding the Pacific Rim: Context and Perspective

Introduction
Susan K. Nutter, President 3
Welcoming Remarks
Kenneth P. Mortimer, University of Hawaii 5
Opening Remarks
John Haak, Convener, University of Hawaii 7
The Evolution of Asia and Its Research Implications
Michel Oksenberg, East-West Center 9
Asia in the Media
John McChesney, National Public Radio 15
Questions and Answers 25

PROGRAM SESSION II

The Challenges of Pacific Rim Research

Opening Remarks
Sul H. Lee, University of Oklahoma 29
The Challenges of the Globalization of Knowledge in the Next Century
Mark Juergensmeyer, University of Hawaii 31
Scientific and Technical Information from Japan: The Needs of Americans
James R. Bartholomew, Ohio State University 37

PROGRAM SESSION III

Responses to Pacific Rim Information Needs

Introduction
Paul Mosher, University of Pennsylvania 45
Northwest Consortium for Southeast Asian Studies
Judith Henchy, University of Washington 49
Accessing International Information
Barbara Peterson, 3M Corporation 51
Meeting the Information Needs of the Business and Professional Community
John Haak, University of Hawaii 53
Current Developments in Electronic Networking
Natsuko Furuya, Information Systems Management Corporation 55

BUSINESS MEETING

Introduction

Susan K. Nutter, President ... 59

Report from the Work Group on Minority Recruiting Initiatives

George Shipman, University of Oregon ... 61

Access Committee Report

Shirley Baker, Washington University ... 63
Winston Tabb, Library of Congress ... 64

President's Report

Susan K. Nutter, President ... 67

Executive Director's Report

Duane E. Webster, ARL Executive Director ... 69

PROGRAM SESSION IV

Academic and Research Libraries in Australia, Japan, and Korea

Panel Discussion

John Haak, Convener, University of Hawaii ... 75
Warren Horton, National Library of Australia ... 75
Haruo Kuroda, University of Tokyo ... 81
Ke Hong Park, Korea Institute of Science and Technology ... 86

PROGRAM SESSION V

Diversifying the University in a Diverse Culture

Panel Discussion

Madeleine Goodman, University of Hawaii ... 91
Franklin Odo, University of Hawaii ... 95
Eloise Yamashita Tungpalan, Hawaii State Senate ... 97
Miles Jackson, Moderator, University of Hawaii ... 100

PROGRAM SESSION VI

Tapping Asia's Economic Prosperity: Pacific Rim Fund Raising Sources

Panel Discussion

Emily Mobley, Convener, Purdue University ... 107
Ronald A. Morse, Annapolis International, and
Katherine E. Jankowski, Jankowski Associates ... 108

APPENDICES

I. Report on Association Activities ... 133
II. Audited Financial Statements, 1992 ... 169
III. Attendance List ... 189
IV. Officers, Board of Directors, Committees, and Task Forces ... 193
V. Membership of the Association ... 199

GATEWAY TO THE PACIFIC RIM: INFORMATION RESOURCES FOR THE 21ST CENTURY

Foreword

History has recorded the great shifts in world power, from the Near East to the Mediterranean and from the Mediterranean to the Atlantic. It would appear that, as the twentieth century draws to a close, we are witnessing the ascendance of those countries that ring the Pacific Ocean. Whether their status will equal or surpass that of European and North American countries will be revealed as developments shape the new century.

The Pacific Rim is the most vibrant and energetic region in the world today. High economic growth in the 1980s and a growing movement toward democratic political systems are reshaping the countries of Asia. Changes are occurring in every aspect of society. These developments are driving a new, more intense level of attention from the West.

The shift in interest to this new sphere of influence will have profound implications for academic and research libraries as they endeavor to support the research of scholars today and to develop collections to meet the needs of scholars in the future. As faculty and students turn to study and understand the cultures and societies of the Pacific Rim nations, financially strapped libraries are seeking ways of meeting the emerging demand while maintaining strength in traditional areas.

Perched midway between the North America and Asia, Hawaii provides a gateway to the Pacific Rim and is the ideal location for discussions regarding strategies for addressing these concerns. The program of the 122nd Meeting of the Association of Research Libraries was devoted to better understanding the region and to increasing awareness of initiatives currently underway. It was also an opportunity to build relationships with colleagues in the region.

Six program sessions were convened. Program Session I set the stage by providing a context for understanding the region. After welcoming remarks, Michel Oksenberg, President of the East-West Center, offered an overview of the evolution of Asia and its implications for those seeking to do research in the region. He was followed by John McChesney, commentator for National Public Radio, who provided a contemporary view, offering insights into the way the media covers Asia and the implications for those who seek to understand its countries and cultures.

To help us better understand the unique needs of scholars with research agendas in this region, Mark Juergensmeyer, Dean of the School of Hawaiian, Asian, and Pacific Studies at the University of Hawaii, and James Bartholomew, Professor of Japanese History at the Ohio State University, outlined in Program Session II the challenges they face in obtaining material to support their fields of study.

Program Session III highlighted some of the ways in which the library community has provided support for research in the Pacific Rim. Paul Mosher, University of Pennsylvania, introduced this session by providing a brief historical overview of how research libraries have supported the need for regional materials in the past. Following short, introductory presentations, there were four simultaneous small group presentations outlining approaches to supporting information needs regarding the Pacific Rim region.

Judith Henchy, Southeast Asian Librarian at the University of Washington, described the Northwest Consortium for Southeast Asian Studies. Barbara Peterson, Director of Information Services at the 3M Corporation, outlined ways of providing assistance to those who are not familiar with the language in which information is available in their area of study. John Haak, University of Hawaii, provided an overview of a collaborative program between an academic library and the business community. Natsuko Furuya, Vice President of Asian

Operations and International Marketing at Information Systems Management Corporation, provided an overview of current developments in electronic networking in the Pacific Rim region.

Program Session IV featured a panel outlining the current status and developments in academic and research libraries in Japan, Korea, and Australia. It was presented by Warren Horton, Director-General of the National Library of Australia, Ke Hong Park, Librarian at the Korea Institute of Science and Technology, and Haruo Kuroda, Professor Emeritus of the University of Tokyo.

Program Session V offered a unique look at the issue of cultural diversity and minority recruitment. From the University of Hawaii, Miles Jackson, Dean of the School of Library and Information Studies, Madeleine Goodman, Assistant Vice President for Academic Affairs, and Franklin Odo, Director of the Ethnic Studies Program offered insights into the process of diversifying a university that exists within a diverse culture. They were joined by Hawaii State Senator Eloise Yamashita Tungpalan.

The final session focused on fund raising opportunities. In Program Session VI, Ronald Morse, Annapolis International, and Katherine E. Jankowski, Jankowski Associates, provided an overview of Pacific Rim sources of corporate and foundation support for academic library efforts.

The United States and Canada are Pacific Rim nations. We have a fundamental interest in understanding these trends and preparing academic and research libraries to play a vital role in building the bridges necessary to foster effective, collaborative relationships with our neighbors.

PROGRAM SESSION I

UNDERSTANDING THE PACIFIC RIM: CONTEXT AND PERSPECTIVE

INTRODUCTION

Susan K. Nutter, ARL President
North Carolina State University

MS. NUTTER: Good morning. I can't tell you how delighted I am to have the opportunity to welcome you to this 122nd Annual Meeting of the Association of Research Libraries in Honolulu, Hawaii, a meeting that allows us to visit and to celebrate our member institution, the University of Hawaii. We have a number of special guests at this meeting, and you will find their names listed in the attendance list in your packet. I encourage all of you to seek out these guests, get to know them, and make your welcome known to them.

I'd like to introduce several special guests at this point and ask them to stand. First, from other library associations, we have Marilyn Miller, the President of the American Library Association. She's from the University of North Carolina at Greensboro. Welcome, Marilyn. We also have Jacquelyn McCoy, the President of ACRL; she comes from Occidental College.

From other library and information organizations, we have William Hamilton of the University of Hawaii Press. Mr. Hamilton comes bearing gifts. He's making available to attendees of this meeting two University of Hawaii Press publications: *The Shoal of Time: A History of the Hawaiian Islands,* and *An Underwater Guide to Hawaii.* Copies are available outside the meeting room. I encourage you to get them and get them quickly. They are going fast. We had already bought *The Shoal of Time* and begun reading it, and it's a fascinating book, so I encourage you to add them to your collections. This will certainly go into the collection of my library. Thank you very much, Mr. Hamilton. And, University of British Columbia, take note!

Among our distinguished guests are invited speakers, and they'll be introduced to you more fully during the program sessions. Two new directors of member institutions have been appointed since our last meeting, and, as is our custom, I will call on two of our colleagues to introduce them. I'll ask Penny Abell of Yale University to introduce Gerald Lowell of the University of California at San Diego, and Joe Howard of the National Agricultural Library to introduce Joe Hewitt of the University of North Carolina at Chapel Hill. Penny?

MS. ABELL: It's my pleasure and delight to introduce to you Jerry Lowell, who, as of April 1, became the university librarian at UC, San Diego. His connections with our member institutions go way back: University of Washington, where he got his feet wet in research libraries; he's been a vice-president at FAXON; he's been on the staff of the Library of Congress; and for the last six years has been an extraordinary associate university librarian at Yale. Now my former colleagues at the University of California, San Diego, will have an opportunity to get to know him. You'll find it a great treat. Jerry Lowell. (applause)

MS. NUTTER: We're glad to have you with us, Jerry. Joe Howard?

MR. HOWARD: It's my honor to congratulate the University of North Carolina. They have recently made a distinguished appointment — associate provost for university libraries, Joe Hewitt. Joe started his career at the University of Colorado. I happened to start mine there, also. Unfortunately, mine started a little earlier than his. But we both had the wonderful opportunity to start under Ralph Ellsworth, who was one of the most exciting bosses anyone could ever have, and he left Colorado. (As Dan Boorstin said to me one time, "People who leave Colorado should have their sanity checked.") But we both left, and Joe has been at the University of North Carolina since that time, and I think the University of North Carolina is to be congratulated.

I would also say that he shares another thing with all of us: a very special bond with Susan Nutter. However, his is a legal bond. Joe, stand up, and take care.

MS. NUTTER: Thank you, Joe, and welcome to you, Dr. Hewitt. Let me add my welcome to you on behalf of the Association. We look forward to working with you. I hope that you'll find — both of you — as I have, that membership in the Association is one of the more important aspects of your work and also one of the most enjoyable, and that this group of colleagues is a special group, and a group with whom I would find it very difficult to succeed without. They're very special. I know you will enjoy working with them.

Before I turn the podium over to the convener, I, like any good Association president, have a few announcements to make. First of all, the *What's Up Down Under* luncheon will be held at noon in the Honolulu 1 and 2 Room. The luau will be held this evening at the lagoon. The luau begins with the reception at 6:00 p.m. You don't want to miss one moment of this, so please, I encourage you to be there on time. There are all kinds of special treats in store. The lagoon is at the base of the Rainbow Tower. The ARL Business Meeting, which is restricted to member institution representatives, will begin at 3:45 p.m. in this room. We have several important matters to discuss, and I would appreciate it if all of you could be with us.

Before I turn the podium over to our convener and our program chair, John Haak, I first want to thank him and his wonderful program committee. The committee membership is Jennifer Cargill, Sheila Creth, Carolyn Snyder, and George Shipman. Thank them for a wonderful program and wonderful local arrangements. I should add that Susan Jurow has coordinated staff efforts in making this meeting possible. You've done exemplary work. I haven't heard from a person who isn't absolutely thrilled and delighted with your work. I can't thank you enough. I also want to thank you, John, for pulling out all the stops to make this meeting happen. You make me feel very good. It's a wonderful meeting to host, and we are absolutely delighted to be here. We look forward to your program.

MR. HAAK: Aloha! I can see that you are already adjusting to Hawaiian time. This meeting was supposed to start at 8:30 a.m., and we are ten minutes late.

On the way to this conference this morning, I was considering how Hawaiians might express the idea of networking. Two words came to mind: Ohana and Kokua. Oha is the word for the stalk of the taro plant. If you see the oha of a taro plant here, and you see another one there, they look separate. However, they are really a network of plants connected by an underground root structure and, thus, are a family, an Ohana. Kokua is the word for helping or cooperating. The members of the Association of Research Libraries are really an Ohana Kokua, and so it is in this spirit that we welcome you here today.

Now it is appropriate that you are invited here to Hawaii by the chief, and the chief of higher education is the President of the University of Hawaii. It is a distinct pleasure for me to introduce to you today our new president of the University of Hawaii System and the Chancellor of the University of Hawaii at Manoa, Dr. Kenneth Mortimer. He came to us from the State of Washington, where he served as the President of Western Washington University. He is a former Vice President and Vice Provost at Pennsylvania State University, where he also directed the Center for the Study of Higher Education. He chaired the Study Group that resulted in the highly acclaimed report, "Involvement in Learning: Realizing the Potential of American Higher Education," and he has written numerous articles on issues that are important to us as we strive to maintain quality in our institutions of higher education. We are honored to have him as our president and now, please join me in welcoming President Mortimer.

WELCOMING REMARKS

Kenneth P. Mortimer
University of Hawaii

DR. MORTIMER: Thank you, John. It's my pleasure, of course, to welcome you and ARL. When I was at Penn State, I represented the administration on all the executive searches. We searched for a librarian at that time, and therefore, I think I know half of you. As I read down the list — it's not a very big community, is it? Anyway, as I read down the list, Penny Abell was not a candidate at that time, but didn't we at one time have a discussion about an ARL meeting 20 years ago?

MS. ABELL: ACRL — you were our principal speaker.

DR. MORTIMER: What a memory! It was at least 20 years ago. I'm not as old as I look or as young as I feel, or whatever. There is also a standing joke around town — a lot of local comedians will talk about it. If you're new in this town, you always want to know who this guy "mahalo" is, because everything seems to be done in his name. You've got to get off the grass, because mahalo will get you. You've got to cross here, because .... You have to understand these local terms and Hawaiian words since things like that are really ingrained in the culture here, and I hope you get a flavor for those kinds of things during your time here.

Indeed, I applaud the contributions that the members of this Association are making in service to students and faculty. Together you hold in your hand the legacy of the recorded knowledge of generations, and you face, of course, the challenge of maintaining effective physical and intellectual access to our ever-expanding universe of knowledge and, at the same time, adapting to a rapidly changing social, economic, and technical environment. And you, more than anybody else, know that successful adaptation to meet these challenges requires, now more than ever, effective collective and collaborative efforts. The Association of Research Libraries has a special contribution to make by focusing the attention of its members on issues that higher education communities must address to fulfill their academic missions with equality and excellence. Each of our universities has a local, regional, national, and international role to play in the world of higher education. Yet each institution cannot attempt to be all things to all people and still expect to achieve the levels of excellence in teaching, research, and service that our people and our nations require.

As our university communities redefine program priorities and recommit to their essential mission of helping people to develop their talents, each should emerge from this process with a unique set of strengths. Collaboration among our institutions then becomes a natural process, enabling our strengths to be shared, expanded, and even enriched.

We invited you to hold your membership meeting in Hawaii as a way to center your attention on the dynamic Asian and Pacific regions. Given the diversity of the peoples of this region, the power of the Pacific Rim economies, and the profound social and political changes we are witnessing, it's appropriate that you reconsider how developments in this region affect the requirements of scholarship. We need to consider how our network of academic libraries can evolve to be of greater service to faculty and students who study this Asian and Pacific region.

Your meeting here in Hawaii offers you an opportunity that extends beyond the usual sharing of information that could occur anywhere. You have an opportunity to experience a unique culture, one that represents the full diversity of the people in the Pacific Rim. Indeed, white Caucasians are a minority here. And those of us who have straight Caucasian backgrounds need to feel that every now and then. To see, feel, and be touched in such a way that you become a part of it — that is indeed the special culture of our state.

We of Hawaii thank you for making the effort to come here. We know you have a lot of explanations to make to your colleagues. They can be made. I made those arguments when I was a researcher trying to get foundations to support my research, and I would always say I wanted to include the University of Hawaii as one of my sample institutions. My in-laws are from Hawaii, and for me it was always an opportunity to get to say hello to my in-laws. It always threatened the credibility of my proposals when I had the University of Hawaii in them. And, on the mainland, people begin to think about funny things when they think about going to Hawaii for an academic conference. The great joy in having you here is that you will be able to debunk that sort of thing.

We are a serious player in national and international debates about the quality of higher education and, particularly, the future of America as it faces the Pacific Rim. We are a serious academic institution, and we need to get over the argument that if you go to Hawaii, you can't possibly be serious about an academic conference. You are going to help us in that regard, because you're going to CRS and our library, you're going to talk to our people, and you're going to feel the special nature of our culture. We're grateful to you for the opportunity to contribute to efforts in support of this meeting, and we look forward to sharing the strengths of our university and our state with you, not only this week, but in the years to come. Aloha, and mahalo.

OPENING REMARKS

John Haak, Convener
University of Hawaii

MR. HAAK: A new president has many things to do. I really appreciate that he took the time to come here, and he has not done this very often. It lets me know the value he places on this association.

I have been asked to provide a brief context statement regarding this conference, to set the stage. The course of librarianship is helping others to achieve by fostering the sharing of knowledge through communications — communications across generations; communications across institutions; communications across cultures. The values of librarianship — respect for individuals, free speech, access to information — form the rudder that holds us to this course. It is not in our nature to declare wars on this and that or to see nations of people as hostile competitors. Our vision is to bring people together in communication, in harmlessness, in right action, and reconciliation. This is not an idle vision, but our special contribution, and one that I believe can resonate in the hearts of people everywhere. Last year I visited the island of Saipan — a sight of human carnage in World War II that defies casual description. As I stood on the cliffs above a turbulent sea where once thousands of Japanese people leapt to their deaths rather than submit to the Allied Forces, a young Japanese woman also was there, paying her respects and homage to her ancestors. When she had completed her moment of silence, she turned to me, flashed the peace sign, and said, "Peace now. Peace between us."

We come together in this distant place of Oahu, the gathering place of peoples from all around the Pacific Rim, to focus our vision and our attention on this vast Asia and Pacific region. Your program committee has designed this program in six sessions. In the first session this morning, Michel Oksenberg, the president of East-West Center, will offer an overview of Asia and the implications of current trends for those seeking to perform and support research in the region. He will be followed by John McChesney, commentator for National Public Radio, who will offer insights into the way media covers the Asian and Pacific regions and the ramifications of those of us who seek to understand its countries and cultures.

The second session this morning will feature two scholars who will help us to consider the current research needs of faculty and the ways that they need to be supported now in this period of the '90s. Our special luncheon program will offer a distinguished panel of library directors from Australia and New Zealand, who will share with us their collaborative efforts.

Program session three will highlight some of the ways our library community has provided support for research related to this region in the past and will feature four recent initiatives that may serve as models of other kinds of cooperative activities or special initiatives.

Tomorrow morning we will begin with a panel consisting of Warren Horton of the National Library of Australia, Haruo Kuroda of the University of Tokyo, and Ke Hong Park of the Korean Institute of Science and Technology. We are especially gratified that these distinguished librarians have come and made a special effort to be here for this meeting so that they can give us their perspective on what is happening in Australia, Japan, and Korea. This session will be followed by a panel of participants from the State of Hawaii who will offer us a unique look at the issues of culture, diversity, and minority recruitment in the process of diversifying a university community that actually exists within a more diverse community. A program note on this: the final presenter has been changed and will be State Senator Eloise Yamashita Tungpalan, who is the chair of the State Senate Higher Education Committee for the legislature of Hawaii. It's a special opportunity to have her. She's a graduate of the University of Hawaii, she has a daughter at the university, and she has a unique perspective on the issues presented during this session as a member of the community and the state legislature.

The final session will focus on approaches to successful fund raising in support of Pacific Rim research in education and of course, libraries. It is our sincere hope as we bring together through this program a diverse set of perspectives, that what will emerge is a renewed commitment on the part of us as members of the Association to engage in meaningful collaboration with ourselves as well as with others throughout the Pacific Rim, and thus form a new agenda for action.

We begin our quest by welcoming Dr. Michel Oksenberg to the podium. Dr. Oksenberg became the president of the East-West Center in January of 1992. He came to the Center from the University of Michigan, where he was the director of Chinese studies. He earned his master's and Ph.D degrees from Columbia University, and he has served on the faculties of Stanford, Columbia, and the University of Michigan, where he continues to hold a position of Adjunct Professor of Political Science. His research specialties include Chinese domestic affairs, China foreign policy, and Sino-American relations. He has contributed to the scholarly literature with a number of distinguished monographs and articles to professional journals including the *China Quarterly*, the *Asian Survey*, and *Foreign Affairs*. He serves as a member of the Tri-lateral Commission, the Committee on Scholarly Communications with the People's Republic of China, and chairs the Social Science Research Council's Committee on International Peace and Security. The East-West Center was founded in 1960 to foster cooperation and mutual understanding among the governments and peoples of the Asia-Pacific region. It is most appropriate that we open our program meeting with an address from Dr. Oksenberg. Please welcome Dr. Oksenberg to the podium.

THE EVOLUTION OF ASIA AND ITS RESEARCH IMPLICATIONS

Michel Oksenberg
East-West Center

DR. OKSENBERG: Thank you very much, John, and also congratulations to you for having organized such a stimulating program. I only wish I had the time to attend all of your sessions. I also want to express my appreciation to all of you. I think we all know that a university can be no greater than the quality of its library. I was privileged in my teaching career to have served at Stanford, Columbia, and the University of Michigan. I notice that all places are members of your association, and the access that a library must provide to faculty, students, and members of the community to knowledge is absolutely central to the intellectual endeavors. So I come before you with tremendous respect for what you all represent.

Both opening speakers referred briefly to the major developments in the Asia-Pacific region. I want to put a little flesh on the bones of those statements. What do we mean by the major trends in this part of the world? For understandable reasons, international attention is focused on the former Soviet Union and Eastern Europe, on the Middle East, and on Latin America. But in terms of economic dynamism, social and cultural developments, political change, and, indeed, in terms of national security issues, I would submit that no region in the world is more important than the Asia-Pacific region.

The Asia-Pacific region can be defined as that vast region from Pakistan, India, and the South Asian subcontinent to Japan and northeast Asia, Korea, from Tahiti in the Pacific islands to Australia, New Zealand, and to the Russian Far East and Siberia. It is a population now of nearly 3 billion people (60 percent of the world's population), and in the coming 25 years, another billion people will be added to that number. It is a region that encompasses many of the world's great intellectual and cultural traditions — Hinduism, Buddhism, Confucianism, Christianity as well as Shinto, indigenous folk religions, and Islam.

This region is growing much more rapidly than the rest of the world. The world's average growth rate at the present time is roughly 2 percent per year, not much above the rates of population increase. The countries of Asia are growing at about 6 percent per year. There has been, moreover, in the past decade and more, one of the most significant, massive transformations of capital ever to occur in such a brief period of time in human history. Over $800 billion, in effect, have moved from the United States and western countries to the countries of Asia — all within a decade. In a very profound sense, we are seeing the rise of the Asia-Pacific region in world affairs; we must seek to understand what that means for American intellectual life.

For the most part, Asia and the Pacific and the languages of this region have been seen in our nation's history as "esoteric." The core of United States civilization is European-derived, and when we speak of foreign languages — and I see you have a committee, a task force on foreign acquisitions — in the past that meant primarily Spanish, French, German. Think, too, of how many libraries today really can claim excellence or pay special attention to the languages and collections of the Asia-Pacific region — Hawaii (the University of Hawaii certainly does), Harvard, Michigan, Princeton, Stanford, Berkeley, the University of Washington. (I hate to start mentioning names, because everyone says, "Mention mine!") The fact is that these are considered specialties — kind of esoteric. One way of stressing that would be to say that probably, with maybe a couple of exceptions, no real major collection on Asia exists in the entire south and southwest of the United States. I think that's a fair statement — someone from Duke may raise a hand on India, but still that holds as a basic statement.

Now, let us talk briefly then about the major trends and what the implications of these trends are. The first major trend in the region is that the end of the Cold War has brought the opportunity for stability to this region to an extent that has not existed for the past century.

The underlying structure of power in the Asia-Pacific region took form at the end of the last century with the building of the Trans-Siberian Railroad enabling Russia to project its power into the Russian Far East and with the Spanish-American War making the United States a full partner in the Pacific. Since that time, you can say five great powers have existed in the region: at the end of the nineteenth century, Britain — now we can say India, the successor to that; China; Russia; Japan; and the United States. For the past century, there has always been a fault line dividing at least two of those five great powers, and that fault line brought tension to the region. Now, for the first time in a century, there is no major present line of tension among the great powers in the region. An opportunity exists to bring stability to this region, to develop multilateral structures of peace and stability, and to build a framework that might prevent future arms races in the region. It also means that all the countries in the region can pay more attention to economic development.

Another major development in the security sphere is the rise of middle powers, particularly Korea, Taiwan, and the Southeast-Asian nations of Indonesia, Malaysia, Thailand, and Singapore. Today, these middle powers are genuinely independent actors with global economic reach and, as such, must be considered along with the five major powers of the region.

In terms of the the economic sphere, the very rapid economic growth has propelled Japan rapidly to the forefront of the world's nations. We must also focus upon the rise of China — not just the People's Republic of China, but Taiwan, Hong Kong, and, to a lesser extent, the ethnic Chinese who reside in Southeast Asia — what might be called "Cultural China" or "Greater China."

This set of ethnic Chinese states is rising economically with extraordinary rapidity. The total foreign currency reserves of the ethnic Chinese states totals $200 billion, with very little external debt. (In fact, only mainland China has a major external debt.) They are increasingly economically intertwined with large investment flows from Taiwan to the mainland of China and from Hong Kong, creating an economically intertwined set of Chinese entities. In fact, Hong Kong business firms today employ more people in Guangdong province to the north of Hong Kong than they employ in Hong Kong itself. The trade among the ethnic Chinese states alone places it among the world's three or four top trading entities. In my opinion, what is happening with Japan and China together, in Asia, is at least as significant as what is now taking place in the former Soviet Union. Where this trajectory of economic growth will take China and Japan over a long period of time is going to have a fundamental effect on the future of all humanity.

This rapid economic growth is accompanied by a large number of other phenomena. First of all demographic changes — Asia is not a monolithic whole. Not only is it culturally differentiated, some countries are much more prosperous than others, some are more densely populated than others, some are larger than others, and there is a tremendous amount of diversity and heterogeneity in the region.

The most important of these differences is the rate of population increase, with Japan, Taiwan, and South Korea now approaching demographic maturity — low rates of population growth and rapidly aging populations. (In fact, Japan, by some measures, has the world's most rapidly aging population.) On the other hand, there are countries such as Bangladesh, the Philippines, parts of India, and Pakistan, particularly, that have very high growth rates. Other parts of the region — particularly China and parts in Southeast Asia — are in the midst of a demographic transition. Countries of prosperity and maturing populations are living close to countries of rapid population increase and continued poverty. Almost assuredly, there will be a great deal of population movement in this region, similar to what we are seeing with respect to the poor areas of Latin America migrating to North America or to the population movement from Northern Africa and Eastern Europe to the wealthier areas of Western Europe.

Secondly, energy consumption in this part of the world is increasing at 5 percent per year, with petroleum consumption up 5 percent per year. That increase in consumption of petroleum necessitates bringing into production every three to five years a productive capability equal to that of Iran. In other words, every five years a new Iran has to come into being to fill Asia's thirst for petroleum. Moreover, the two major exporting countries of Asia today — Indonesia and China — are on the verge of consuming all of their petroleum and becoming petroleum importers. Over the past two years world demand for petroleum would have decreased were it not for the increased consumption in Asia.

Asia's increased consumption will come increasingly from the Middle East. Ninety percent of Asia's increase in petroleum consumption will be derived from the Persian Gulf. This trend might give rise to security questions — what navies will protect these sea lanes? Today, the United States protects those sea lanes. Would you feel more comfortable if the burden would pass to Japan or to China, as the protector of these sea lanes?

Telecommunications transformation of Asia is absolutely staggering: today, 33 satellites hover above Asian skies. Asian countries, particularly Indonesia, have been in the forefront in using satellite communication for educational purposes. But increasingly these satellites are beaming commercial channels. There is a satellite now boosted from Hong Kong that is commercial and carries MTV throughout Asia -- it is one of the very popular stations. We're seeing the rapid dissemination of miniaturized satellite dishes in Asia as well, essentially outside the control of any state's ability for regulation, and we are seeing cable TV set up from these small satellite dishes — entrepreneurial activities that states find impossible to control.

Last May we saw the world's first massive demonstrations in the streets of Bangkok — the first demonstrations that were coordinated by cellular telephones. The people at the front coordinated those at the back with cellular telephones in hand; meanwhile, many of the upper middle classes of Bangkok saw the coverage of the brutal suppression of these demonstrations on BBC and CNN. They then turned that evening to their local television channel, controlled by the state military, and they were shown pictures of how peaceful everything was in downtown Bangkok and how gentle and concerned the government was for its students. In one short minute, the government totally destroyed its legitimacy and its popular support.

The world of telecommunications in Asia is so rapidly changing that the students who arrive in our universities — and we now have 230,000 Asians studying in American universities — that these students frequently find the computer facilities in the American universities lagging behind what they have available to them in Asia.

Such rapid economic growth brings about tremendous environmental pressures. The cities of Asia confront massive pollution problems; many rivers in Asia are best described as flowing black gunk. Not only are air and water qualities in the region severe, but management of toxic wastes in urban areas is a problem.

If I left you with the impression that in the economic sphere much of Asia is rising rapidly, I must qualify that immediately by saying that, within Asia, there is another Asia. It might be described as Asia's Africa, south of the Sahara. There, vast millions of people are still mired in poverty, suffering from an AIDS epidemic that is beginning to sweep Asia and that will probably claim more victims in the coming decade than on any other continent. Asian AIDS is spreading rapidly in Thailand, in India, probably in Burma, and entering China — certainly spreading in the Philippines and probably finding its way in other parts of the world as well.

In such an environment and setting, there are, of course, profound social and political changes. What are the cultural changes that are being brought about by this rapid transformation? All sorts of what would appear to be contradictory trends are appearing, including the growth of cosmopolitanism and internationalism. At the same time, there are trends of growing religious fervor as well as a growing assertion of indigenous rights. These are now playing themselves out in India and Sri Lanka and in the Pacific islands, such as Fiji and the Solomon Islands. Communitarian values are being expressed — localism and nativism as well as nationalism. At the same time, people in the region are expressing hopes of becoming part of an international culture, their aspirations being stimulated, in part, by the telecommunications transformation.

What are the implications of this for what we do as scholars, researchers, and people at the forefront of knowledge and the preservation of materials? First, the region is increasingly interdependent and intertwined. It is truly the case that the fates of all the peoples in the Asia-Pacific region, including the United States, now are extensively intermeshed. It is important to begin to look on Asia and the Pacific as an emerging region, facing certain common problems, sharing certain common attributes, and increasingly in communication with each other in search for solutions to the problems that they face. In our research in American universities to date, as indeed in our overall foreign policy, we have attempted to approach Asia, if not country by country, and overwhelmingly in that fashion, then subregion by subregion — South Asia, East Asia, Northeast Asia, and so on. Speaking of the universities with which I'm familiar — Columbia, Stanford, Michigan — there were China Centers; there were Japan Centers; or there was an East Asian Center or a Southeast Asian Center. Libraries were built around the research competencies of the particular universities. Now, I would submit, libraries have to develop the materials that sustain a broader area approach, and an approach that enables researchers to look at substantive problems across this vast region. That's going to be, of course, a major challenge, not just for universities, but for the researchers who must acquire proficiency in more than one Asian language and trace trends in more than one country.

Secondly, as a consequence of the telecommunications transformation on research on the Asia-Pacific region — the accessibility of libraries, the use of computers and of satellites for conveying information — Asia increasingly can be brought into the intellectual communities of which we are a part. Preservation, collection of materials, access, and other services needed to locate information about Asia are undergoing an enormous amount of change due to the telecommunications transformation.

A third major point is the obvious rise of Asian institutions and Asian scholars in the worldwide craft of research and scholarship. We no longer live in an American- and European-dominated world. Asia can no longer be seen as esoteric. Some of the most important research in certain fields today is not easily accessible in English. Some of the most important scientific work is slow in reaching our own researchers. And the resurgent development budgets of Asian countries are very substantial.

A related point to stress in this discussion is that not only has there been this massive transfer of capital from the West to Asia, but that Asia is also now one of the centers of capital accumulation. Humanistic and intellectual activity is going to take place, if you have the people and the capital, as well as a lot of manufacturing activity. How do we prepare ourselves for incorporating the Asian world into our intellectual purview and into our research and library activities? It is an absolutely massive challenge that awaits the United States if we intend to maintain the intellectual leadership that we have in the past.

And the final point following naturally from this is that we can expect an even greater explosion of publications from Asian countries. In China alone, basically we saw a nation of 1.2 billion people that was asleep intellectually and victimized. They are now coming awake, and so China libraries in the United States are facing an enormous headache. The same thing is occurring in India. Despite the poverty in India, there are now 200 million people in India who are classified as part of an Indian middle class. How are we going to acquire as libraries and convey to our faculty, to our students, the global perspective necessary to survive in this bewildering world when there is such an extraordinary explosion, not only of knowledge in our own country, but an explosion worldwide led increasingly by Asia and the Pacific?

And I'll leave you with one other little figure that will stagger you as to the challenge we face: namely, while there are about 40,000 to 50,000 Japanese undergraduates and graduates now enrolled in our universities, we have less than a thousand Americans now studying in Japan. Thank you.

MR. HAAK: Thank you, Dr. Oksenberg, for this most appropriate sendoff to this meeting.

In *Journey to Ixtlan*, Don Juan Matus tells us that, in his way of knowing, reality, or the world we all know, is only a description, a description that has been fed into us from the moment of birth. He pointed out that everyone that comes into contact with a child is a teacher

— teachers who incessantly describe the world to the child until the moment it is capable of perceiving the world as it is described.

Media can play this role in our society, and so it is appropriate that we explore the messages it projects to us about our Asian and the Pacific region and consider how they affect our perceptions and judgments.

Our next speaker is well qualified to assist us.

In his incarnations as national and senior editor, reporter, journalist, and teacher, and throughout his long association with National Public Radio, John McChesney has focused his attention on Asian Affairs, American National Competitiveness, and High Technology. He has reported from Hong Kong, the Philippines, Malaysia, Thailand, and Viet Nam, as well as from Japan, Taiwan, and Korea. Today we benefit from his special experience of living within these nations of peoples, as well as long association with the media as a vehicle for communicating and shaping images between East and West.

Please join me in welcoming John McChesney.

ASIA IN THE MEDIA

John McChesney
National Public Radio

MR. McCHESNEY: Thanks very much for having me come here. It's awesome to have an audience that can talk back to you — it's a little bit different for a broadcast journalist to actually face living bodies. We're going to try a multimedia experience here this morning, at least with some audio that I've brought along, and I hope you will bear with me on some missed cues because the technology behind me is not one I am familiar with.

When I agreed to talk about this matter — that is, U.S. media coverage of Asia — first of all, the reason I agreed to talk about it is that there is so little of it, and I feel strongly that that's not good for us at all as Americans. I also assumed, though, that others would have shared my concern about this, and I would find a body of literature out there discussing the subject. Unfortunately, there is very little on it — very little in terms of analyzing American coverage with Asia.

There was a conference here a couple of years ago, sponsored by the Mansfield Foundation, that focused on U.S. coverage of Japan and the way Japan covered the United States, but there's not a whole lot written about it. The fact is that there is so little coverage in the American media. I'm not sure what librarians can do about that, but you certainly are big consumers of information, presumably some pressure from you on American media organizations might have some results.

My search in this was a quick access to databases available to National Public Radio. I don't have the kind of information or resources that you have as librarians, and I'm sure that I probably missed some of the scholarly journals and scholarly articles that are available, but that's what we do in broadcasting — we skim a little bit more shallowly than people in the university. One person who is concerned about this and who has looked into the subject is Everett Dennis. Everett is with the Freedom Forum Media Study Center in New York. That used to be the Gannett Foundation. And they have been doing a survey of Asian coverage, and I talked with him, and we'll see if our magic machine works here.

MR. DENNIS (via machine): *The whole notion of a Pacific Century has been much ballyhooed in the press, but it's a case where there's far more talk and relatively little action. I think some of the major news media, and I would cite the* Los Angeles Times *and the* New York Times, *to some extent, CNN and a few others, for paying proper attention to Asia and sending first-class correspondents out there. It's still true that even with some very good correspondents in a number of Asian nations, relatively little of their material appears in the newspapers and on television and radio, and I think it's felt that there isn't substantial public interest in a lot that is going on in Asia.*

MR. McCHESNEY: Some people would say Americans in general are not interested in foreign affairs; that we are a very parochial nation; that we are insular and, at the close of the Cold War, we have become even more so. I'm not sure about that. That may be true, but a recent study based on a survey by the Chicago Council on Foreign Affairs, showed that over the last decade, the American population's interest — American media consumer's interest — in foreign affairs had actually grown from 45 percent of the readership in the Chicago newspapers to over 53 percent and that that figure compared quite favorably with their interest in local affairs with state and national affairs.

And, I have watched National Public Radio over the past decade increase its foreign coverage substantially, and as a result of that, or perhaps not as a result of that — I can't prove the connection — our audience has grown astoundingly over the last decade. We are now reaching on a daily basis some 10 million people. When I started at the organization, it was a much, much smaller audience. So they don't seem to be objecting to that incredible increase in foreign coverage that we have brought to them, so I think there is probably a much greater audience out there for foreign affairs coverage than we acknowledge.

It's true that in the present context many American news organizations, particularly television and newspapers, have been forced to cut back; their budgets, like yours, are shrinking on a daily basis. As a consequence, their coverage of Asia is cut even more. When the axe falls on foreign coverage in general, unfortunately, the axe falls more heavily on Asian coverage, including what we call "the foreign news hole."

One study said that, in 1970, roughly 10 percent of American newspapers were devoted to international news. That has now shrunk to 2.6 percent for international coverage. This does not speak well to our notion of a global village. And, if you look at what's going on in Asia — if you just look at my news organization alone — we have one full-time staff correspondent in Asia, stationed in Tokyo. We have one full-time contract stringer, based in Bangkok. In Europe, we have four full-time staff correspondents.

If you look at the television networks, ABC has a dozen correspondents — 12 — in Europe and only two in Asia — one based in Tokyo and one based in Beijing. ABC has recently announced that an alliance with the BBC that will result in an increased flow of information to ABC from Asia, because they will have access to a lot more people. CBS has ten correspondents in Europe; they have one in Asia. NBC has six correspondents (they've been cut, I think, more than anyone) in Europe, one in Asia.

If you look at newspapers, at least the leading national newspapers in the United States, you have a little bit better ratio. There are two correspondents in Europe for every one in Asia. Unlike the television, print journalists have a little higher ratio. The *New York Times* has 17 correspondents in Europe, and I'm including Russia; 17 in Europe, 8 in Asia — 3 in Tokyo, 2 in Beijing, 1 in Manila, and 1 in Bangkok. The *Los Angeles Times* has what I guess would be the best ratio with 11 correspondents in Europe, 6 in Asia — 3 in Tokyo, 1 in Beijing, 1 in Bangkok, and 1 in Manila. (I didn't investigate coverage by the *Wall Street Journal*. I'm sure that their ratio is higher than some of these, because they are interested in business.)

There are not many other English-language print sources for Asian news available in this country. There is the *Asian Wall Street Journal Weekly*; as I talked to them, they sheepishly admitted to me that their circulation in the United States is only 9,000 people. I tried to find what was available on databases and didn't have much luck. We also have the *Far Eastern Economic Review*, a weekly which is probably the best source for Asian news in this country in magazine form, has a circulation of less than the 9,000 represented by the *Asian Wall Street Journal Weekly*.

There are five English-language newspapers published in Tokyo, and as far as I can tell, none of those newspapers are available on a database. (That could be just NPR's inability to search databases well.) It would be good if some of those daily newspapers — they are not the best in Japan, but they are quite useful — were available to us to survey on a daily basis. The *Japan Times* publishes a weekly here in the United States, which is available on a subscription basis. Nihon Kezai Shimbun, the Japanese economic news organization, publishes a weekly also, which is available here but on a subscription basis only. The *Japan Digest* comes out of Washington, DC, and is available on a fax-feed on a daily basis. It has some very smart and very good people putting it together, and it reflects what's going on in Washington vis-a-vis Japan.

Taken altogether, our popular (not scholarly) sources for Asian information, as you can see, are pretty scanty. As Dr. Oksenberg was saying, this lack of coverage does not truly reflect our stake in Asia. We have a tremendous economic stake. Our trade with Pacific nations is $300 billion a year — 40 percent or 50 percent higher than our trade with Europe. So, if we were just following our pocketbooks, this kind of truncated coverage of Asia doesn't make sense. The stoked-up Asian economies that you've heard about have the highest growth rates in the world, and the number of potential customers out there, again thinking only in business terms, is phenomenal. These markets will be far greater than Europe.

I've talked with a lot of "Asia-hands" who have covered Asia about the reason for this, and the explanations seem so simple-minded that they almost seem unacceptable. And Dr. Oksenberg touched on one of them, and that is the American notion that somehow Asia is esoteric. We're Eurocentric because our ancestry is largely European, and we understand the European languages. We are intimidated, perhaps, by Japanese and Chinese languages. But this comes at a time when the fastest-growing immigrant population to the United States is Asian. During the 1980s, Asians accounted for nearly a third of our immigration. In 1970 there were barely a million Asians living in the United States; now there are at least 10 million. In 1990, and my figures differ slightly with Dr. Oksenberg's, there were 160 East Asians studying in the United States in American colleges and universities, and as he said, this year there are 40,000 Japanese studying in American universities; there are 1200 Americans studying in Japanese universities. So we have a population that's increasingly interested in Asian coverage, and we're not doing anything with that. It would be wise for us, it seems to me, to reciprocate.

The second reason people offer for the paucity of Asian coverage is that Asian stories are dull and that most Asian stories have to do with business. They end up on the business pages, and that's not what we're accustomed to in our news consumption. We're accustomed to — well, you know what we're accustomed to. We're going to get quite a dose of it, it sounds like, from the news this morning out of Bosnia. And it is true that most of the stories that come from Asia are, in fact, business stories, but that doesn't mean that they have to be dull.

And it doesn't mean that we're not interested in that kind of thing. There are many of us who thought that the sort of steady diet of "good guys/bad guys" coverage during the Cold War was also dull in many respects. I think the new contest of nations in the arena of commerce and national competitiveness is every bit as interesting as the kind of contest we had around the Cold War, and in some ways, perhaps more so. But unfortunately, my colleagues and myself — all of us — were caught up in the notion that there were good guys and bad guys in that struggle, and that made a much more interesting story. It's a little bit more complicated in the world of international business and commerce. It's not quite so clear that it's a "good guys/bad guys" thing. So to some extent we are still following the oldest adage in the news business — if it bleeds, it leads. And it's unfortunate. On the other hand, I don't want to sound like I'm arguing that we should not be covering Bosnia, and we should not be covering the situation that's unfolding in Yugoslavia. Obviously, NPR spends a lot of time on that — a lot more, in fact, than other news organizations have spent on it. But I am arguing that we can't continue to ricochet from today's confrontations to tomorrow's carnage without any kind of long-term consistent coverage that will explain the flare-ups that we're seeing.

We did that with China. Look at the coverage of Tienanmen Square. Western news organizations flocked to that in massive numbers. The plug was pulled on the cameras, and coverage of China since that event has been minimal, to say the very least.

In the last six or seven months, Nicholas D. Kristof of the *New York Times* has really been cranking out the coverage there of what's going on in the coastal provinces, in Guangdong, and so on. That's really good, because those transformations, I suspect, are far more significant in the long haul in China than what we saw in Tienanmen Square. I can get into an argument about that, but I think that's true, and we don't pay enough attention to them.

A third reason that's given for the relative low play that's given to Asia in the media is the lack of focus on Asia by American administrations and by the White House. To some extent, the White House leads our news coverage, and Asian affairs often don't occupy the attention of our administration. Now, if you'll bear with me a second, there's a correspondent I want you to hear from. His name is Susumu Awanohara. He's the *Far Eastern Economic Review* correspondent in Washington, DC, and I'll have to find the cue here. I just wanted you to hear his experience of what it's like to cover the State Department.

Awanohara: ...State Department and the daily briefings. I think 80 percent or 90 percent of the time is spent on areas that are outside of Asia, and you're lucky if you can get a question in *on Asia. And often, the answer is, I have nothing on that. So, I think the interest in this town and among the press is very much still focused on Europe and the Middle East.*

MR. McCHESNEY: I think one of the reasons we're doing what we're doing is that we are a little disoriented by the end of the Cold War. For so many years, we had our attention focused on those conflicts around the globe. That's not going on anymore, and we haven't been able to shift our attention to international competitiveness amongst nations along the lines of commerce and to make those stories interesting to people. If we do tell those stories, we're often looking for a "good guys/bad guys" angle.

Sometimes, ominously enough, I think we've substituted the Japanese for the Soviets in this kind of discussion, and our coverage of the Japanese in this contest has been unfortunate. If you remember in 1989 and 1990, this sort of thing was at its peak — when Sony purchased Columbia Pictures; when we were having the FSX fighter debate in the Congress; transferring technology to Japan; and Mitsubishi had purchased the Rockefeller Center; and we were in the midst of negotiations around the Structural Impediments Initiative (a really romantic and sexy title for something that no one really understood much about). Our coverage then about Japan was often along the lines of a military situation.

There was a *Newsweek* cover — I don't know whether you remember this — depicting Columbia Pictures' purchase with a Japanese woman as the Statue of Liberty dressed in a kimono, and the headline read, "Japan Invades Hollywood." The Asian version of *Newsweek* that was circulated elsewhere had the headline slightly toned down. It just said "Japan Moves into Hollywood." I think that's a tacit admission on the part of the *Newsweek* people that the headline that they had chosen was inflammatory and certainly was not suitable for consumption by an Asian audience. Military metaphors have made a triumphal assault, so to speak, in our language. It's amazing what is revealed in the way we discuss this. The picture of the Japanese people that emerges is a kind of insular, racist, opportunistic, and treacherous people who also happen to be hard-working, efficient, and productive.

The Japanese media have reciprocated to some extent, showing us to be arrogant, emotional, extravagant, and in economic decline. We're depicted as taking out our frustrations on the Japanese. Both of those characterizations obviously have some truth in them or the stereotypes wouldn't exist. But they are grotesque oversimplifications.

Now, mind you, I'm not a defender of a lot of Japanese trade practices, and I'm still disturbed by Japan's consistent refusal to acknowledge completely its role in Asia during the Second World War — the Great Pacific War, as they call it. But I think we've come close to losing control of our rhetoric over the past few years — and I'm talking about my friends and colleagues in the media — and the danger persists that we will continue that. With the Clinton Administration beating the trade war drums, I think that the media will jump on this and treat Japan in the same way. And that won't help us get the kind of understanding we need of Asia.

It's interesting to see what Bernard Gwertzman, who is one of the editors of the *New York Times*, said to his correspondents as the Cold War was winding down. He said, "We've got to get out into the daily texture of people's lives. We've got to recomplexify the kind of pictures we're bringing back to the American people of foreign nations." He said, "Imagine you're being asked to write a letter home every week to describe a different aspect of life in the area to which you are assigned. Don't fixate on politics."

"Don't fixate on trade issues," you might say to a correspondent in Tokyo. "Instead explore different kinds of relationships, the relationships between oil, wealth, and social conditions in oil-producing countries, for example." Why do Germans have such nice cars? How is vodka produced?

Or imagine stories — and this is going away from Mr. Gwertzman now — about Japan that give us a real picture of family life in Japan, or the average day of a worker in a Japanese automobile factory, including the things that really bind those workers to the company. There is very little of that coming out. It's not easy to get that kind of story in Japan, and there are other kind of obstacles to getting stories out of Japan, but they can be gotten, and they are not, to a large extent. What about university life in Japan? What about high school life? What about something besides the cram tests that we all hear so much about in Japan? What is it about Japanese culture that *creates* structural impediments, rather than just an enumeration of those structural impediments — the things that keep us from having better trade relations with Japan.

I think we need to evoke the average life of people living in all Asian countries, particularly in Japan — the kinds of things that bring joy and grief to their lives, as well as the kinds of things that add to their economic wealth. It's too easy to see Asians simply as an army in the service of trade, and that's what we've done.

Now I want to play for you a part of a piece that I did from Viet Nam — a rank act of egotism I guess, but I think it does get at the kind of coverage I would like to see more of, and I was very fortunate in coming on this story. I went a couple of months ago with an informal trade delegation to Viet Nam — informal because we don't have formal trade relations with Viet Nam at all. Of course, the embargo is still in place. But this was a group of about 30 American businessmen — ATT, a couple of shipping lines, and it turned out R.J. Reynolds was there, but I didn't realize it at the time. In Hanoi, I ran into a young American-Vietnamese immigrant who had come over to the United States in 1982.

We were talking with government officials about doing business with Viet Nam in the future, and I asked him if I could go with him to his home village down in the Mekong Delta. (Now, I hope — by the way, I'm told that a lot of you are loyal NPR fans out there — you haven't heard this piece already.) Anyway, I went down to his home in the Mekong Delta with him and got an idea of where he had come from.

It's sort of a way of looking into Vietnamese culture, but also some of the magic of American culture that can transform somebody from a person who barely spoke English when he came to this country. He was the son of a peasant — the true son of a peasant, not a son of a mandarin family or the son of an ARVIN officer, or anything like that. He had very little formal education. He came here, started an electronics company in Blaine, Minnesota, that now does $6 million a year in business, and lives in a very nice home in Minnesota. He went back to his little home village on the edge of the Mekong Delta, near a city called Rach Gia, which is on the coast where many of the boat-people came from because they make boats there and they have a lot of rivers and inlets where they could hide while they were doing this. This story is about his visit to his home village, and I want to play some of it for you.

[FROM AUDIO TAPE]:

WERTHEIMER: *It's All Things Considered, I'm Linda Wertheimer.*

ADAMS: *And I'm Noah Adams. Just before he left office, President Bush relaxed the nearly 20-year-old U.S. embargo against Vietnam. Now American companies can write contracts and open offices there. But they still can't sell or make anything in Vietnam. The U.S. business community has stepped up pressure on the Clinton administration to end the embargo quickly. And last week, Secretary of State Warren Christopher acknowledged that American business is losing opportunities in Vietnam to competitor nations like Japan and France. He also said the United States may pursue normal relations with Vietnam at a somewhat accelerated pace.*

WERTHEIMER: *Another group of people interested in the embargo's future — the 750,000 Vietnamese now living in the U.S. Some are adamantly opposed to any compromise with the Communist government, but an increasing number of Viet Qieu, as overseas Vietnamese are called in their homeland, have been traveling to Vietnam to visit relatives and to prospect for business opportunities. A few weeks ago, a 30-year-old Vietnamese-American electronics manufacturer accompanied a group of American businessmen to Hanoi on an unofficial trade mission. Then he went home to his old village, and NPR's John McChesney reports.*

JOHN McCHESNEY, Reporter: [sounds of traffic] *It's a nerve-racking, 10-hour drive from Ho Chi Minh City, or Saigon, to the southern coast of the Mekong Delta, where Shan Nguyen lived 12 years ago. Smoke-belching trucks and buses weave in and out of the thousands of bicycles, motorcycles, ox carts, and pedestrians sharing the narrow highway. Vietnam's economy is on the upswing as the government continues to encourage private foreign investment. And the nation's old highways are showing the strain. In some places the potholes are big enough to swallow our small French Renault.*

NGUYEN: [remarking about the highway and traffic] *Oh, looks small. The roads look bumpy, crowded. They usually even it, you know, a lot of people just walk around on the road, just normally. That's normal, you know.*

McCHESNEY: *Shan Nguyen looks out the car window at a Vietnam that he says is like a childhood dream to him now. When he was almost 18, Shan left Vietnam with his father and 37 others on a small, open boat. After a harrowing year and a half in refugee camps, he made it to Blaine, Minnesota, where today he owns two electronic manufacturing companies, with annual sales of nearly $6 million.*

Last year he came back simply to visit his family. But this year's trip is more than personal. He's just spent a week in Hanoi in meetings with high-level government officials, which he says lifted his hopes about opening a factory here.

NGUYEN: *I came back to Vietnam because I still have my mom and my sister and my relative there, you know. Also, to have an opportunity to come back to meet the leader and to find out more of where Vietnam is at. And, if I have a chance to come back and do business. I'm a businessman.*

McCHESNEY: *Now we're headed for Shan's old hometown, where he wants to talk with friends and relatives about opening a factory there. When we finally arrive in the coastal city of Rach Gia, Shan's mother and sister, along with a small mob of cousins, uncles, and friends, are waiting to greet him.*

[sounds of relatives greeting Shan in Vietnamese]

Not far from the city, in a small village called Tak Ran, the Nguyen family home sits on a riverbank lined with incandescently green coconut palms shimmering in the wind. Dozens of large sampans and small canoes cruise the brown river, filling the air with the sputter of unmuffled two-cylinder engines. The house is a small, palm-thatched structure, sparsely furnished. Against this backdrop, Shan's LaCoste shirt, pressed slacks, and expensive shoes remind me of his other world in Minnesota, where he owns a luxurious ranch house with a walk-on golf course joining the backyard. But somehow, Shan seems to easily straddle the chasm between high-tech American suburbia and this ancient, peasant rice-farming culture.

NGUYEN: *You see that coconut tree. That tall, it's about — let's see, it's about 50 years old.*

McCHESNEY: [interviewing] *That tree is about 50 years old?*

NGUYEN: *Yeah, yeah. You see this house? My great-grandfather and then my grandfather and my father, and now it's still here. It's been three generations.*

McCHESNEY: *In a clearing behind the house, the three generations lie in concrete tombs. The great-grandfather's grave says he was born in 1851 and died in 1937.*

[sounds of quacking ducks]

Every family raises ducks here. In front of each house a duck pen extends into the river. Thousands of snowy-white ducks line the green riverbank, a pastoral beauty that covers the scars of the long war. There was some fighting around here. This was a Vietcong stronghold. Shan says he was too young to remember very much. But he does remember the hard work of his *youth, going down to the coast in his canoe to gather shellfish to feed the ducks, stooping for hours in his father's paddies and vegetable garden.*

My wistful remarks about the apparent simplicity of life here provoked Shan to mention some hard facts — the war and its aftermath stunted life in Vietnam, where 80 percent of the population still lives in the countryside with an average annual income of only $200. Things were even worse when he was a boy, Shan says. And letters from a cousin in America promised another life.

NGUYEN: *When you do farm work, you know, you raise rice, you do garden. And you raise some ducks. There is no future, no opportunity. I want to change my life. You know, all day long you doin' three season. One is rice season. You done with the rice season. And one is fishin'. You know, you go early, four o'clock in the mornin' sometime, depend what season it is. And, you know, like now you go at four o'clock, five o'clock afternoon, and you go out there all night and be back here tomorrow morning.*

McCHESNEY: *This willingness to work ferociously hard, along with a strong desire to escape the dead-end of peasant life, are the attitudes that Shan is banking on to motivate a manufacturing work force here.*
[sound of boat engine starting up]

A boat trip up river has been planned for the visitors. So about 15 family members pile into a narrow, 30-foot open boat that resembles a large canoe with a motor like an egg beater at the stern.

NGUYEN: *Yeah, I know all the people who live beside the river here, you know.*

McCHESNEY: *It was on a boat like this one that Shan twice left Vietnam. The first attempt, when he was 15, failed and he had to evade the police for the next year and a half by sleeping on the streets, in rice paddies, and on boat docks. Then, after his rice fields were confiscated by the Communists, Shan's father launched another boat, built in a secret grove of trees seven miles up this river. Shortly after they left shore, the captain became seasick and Shan had to take over the boat.*

NGUYEN: *I was the captain the whole trip. My father, he was sick, also. Not seasick, but he got — he had eyes infection. He can't even see. So, all your body is wet all the time, especially on the waist. It was cold, and we had 50/50 chance to — you know. I don't even want to think back about it [laughs].*

McCHESNEY: *In Minnesota, Shan found a $4-an-hour job as a solderer on an electronics assembly line. Later, he began testing components for the company at night in his basement. He nurtured this business while he worked days at his old job and attended night vocational school. Little by little, as contracts multiplied, he hired more and more of his fellow Viet Qieu.*

Today, Nguyen Electronics employs over 200 people in a new building filled with over $2 million worth of advanced machinery designed to assemble computer circuit boards. Another company makes a device designed to speed up computer graphics.
[sound of clam scrubbing]

Further down river, where a tiny thatched village clings to the banks, we visit Shan's boyhood friend Ken, who's scrubbing clams for a lunch in honor of Shan's return. Several other friends and cousins are here, as well. Ken worked with Shan on a boat before Shan left, but his escape plan failed. And today, he runs a small shop from his one-room hut. Ken's worn, sun-darkened face and bent body present a shocking contrast to Shan's youthful full frame, fair skin, and healthy teeth.
[interviewing] *How old is he?*

NGUYEN: *He's the same my age.*

McCHESNEY: *The same age as you?*

NGUYEN: *Yes.*

McCHESNEY: *He looks much older than you do.*

NGUYEN: *Yes, yes.*

McCHESNEY: *Why do you think that's true?*

NGUYEN: *Well, because, you know, you see here, see you got to work very hard. You go out on ocean every days and you see, you know, some — here, the weather very hard, you know, to make people skinny.*

McCHESNEY: *In the rear of his one-room house, Ken dips diesel fuel from a huge earthenware jug into small bottles and sells it to boaters stopping at the back door of his home. There's no electricity, no telephone, and the river serves as a sewer.*

During lunch, Shan spreads out glossy color brochures of his electronics companies.
[sounds of a discussion in Vietnamese]

As his friends peer intently at the pictures of Shan's American-Vietnamese employees assembling parts and testing circuits, they seem neither astonished nor resentful of this display of wealth and technology. Ken says they're just grateful that someone got a break.

KEN: *[through interpreter]* *Viet Qieu have the opportunity to make money, and they work hard. We're very proud of those who bring money back and bring our local economy up. That's good.*

McCHESNEY: *One of Shan's cousin here, the same age as Shan, comes from a Communist family. His uncle was killed by American forces, and his father was a party member. He says he once detested Shan for leaving Vietnam, but now he respects him for his accomplishments.*
[sound of cousin speaking Vietnamese]
'It was just a difference between our families,' he insists. 'We were too young to be ideological. The important thing,' he says, 'is to get past the embargo so Shan and other Viet Qieu can share their skills with Vietnam.' And for Shan, this nominally Communist cousin is an ally for his capitalist plan.

NGUYEN: *He's an inspector for foreign investment. He's inspector in the whole city. So, if I open a shop in my city, I'm sure he will, you know, take care our outside work — I mean, paperwork. And he got a lot of power.*
[manufacturing sounds]

McCHESNEY: *Shan toured several Vietnamese electronics factories to find out what he could expect in the way of knowledge and skills here. This one is a state-owned company. A dusty, faded Communist Party banner hangs over workers assembling microwave antennas and testing switching equipment for the telephone company. Working from dog-eared manuals, the engineers are painstakingly designing and assembling their own circuit boards. Calculations are made on an aging IBM PC Junior. Shan examines one of their homemade circuit boards.*

NGUYEN: *This all, the whole board, hand-soldered. You can tell.*

McCHESNEY: *[interviewing]* *Hand-soldered?*

NGUYEN: *Yeah.*

McCHESNEY: *You do each one by hand?*

NGUYEN: [translates question to worker] *Yeah, they do.*

McCHESNEY: *Lots of work. Does it pass your inspection?*

NGUYEN: *No.*

McCHESNEY: *No? Why not?*

NGUYEN: *Have a — no, because this is manually hand-soldered here, you know, a lot of flux on the board here.*

McCHESNEY: *A lot of flux on the board?*

NGUYEN: *Yes.*

McCHESNEY: *Which is?*

NGUYEN: *Can cause a lot of — it can cause problems.*

McCHESNEY: *Brown smears of acid-soldering flux foul the bottom of the circuit board. But, in spite of primitive working conditions here, caused partly by ill-conceived economic policy and partly by the long American trade embargo, these engineers are well-trained in Hungary and Bulgaria. And they earn only $100 a month. A figure that Shan notes with great interest.*

Nguyen Dai Kwon, the young manager who's conducting our tour of the plant, says the employees here are ready for a change.

NGUYEN DAI KWON: *I think they could work harder in a private enterprise.*

McCHESNEY: [interviewing] *Why do you think they would?*

KWON: *There would be a very important stimulus — stimulant. A higher wage, I mean.*

McCHESNEY: *A higher wage?*

KWON: *Yeah.*

McCHESNEY: *[unintelligible, off mike]*

KWON: *I think there will be more cooperative prospects when the U.S. lift the embargo. And our labor is cheap, high-skilled, and industrious.*
[sounds of boat motors]

McCHESNEY: *At sunset, Shan and I sit on a shoreline point and watch as hundreds of fishing boats spread out into the sea from the mouth of the river that runs through the city of Rach Gia. Twelve years ago, when Shan Nguyen eased his boat out of this river into the night, his dream was to become a welder at $11 an hour, like his cousin already in America. He seems genuinely amazed at how far he's surpassed that fantasy. And now he has another dream.*

NGUYEN: *You know, I'm — I feel sorry about a country that does not have opportunity for the people. You can't support all the people. Last time I came back I brought $15,000 cash, and I* *give away about $10,000 for my neighbor. What can you do? If Americans release embargo and I — if I have an opportunity, I mean, I would like to bring some work to provide them job. And, you know, to bring economy up. That what I have in mind.*

McCHESNEY: *Shan feels that the Viet Qieu represent a special, intimate bond between America and Vietnam. And he says his generation, not hobbled by wartime bitterness, is eager to help put their families and their native country back together. He's frustrated that he can't open a factory in Vietnam now because of the American embargo.*

NGUYEN: *The past is the past, is 20 years ago. This is new generation.*

McCHESNEY: *Soon, Shan Nguyen will be able to talk face-to-face with the President of the United States about lifting the embargo. Shortly after his trip to Vietnam, he was named the nation's Young Entrepreneur of the Year by the Small Business Administration. He will receive the award from President Clinton at the White House on May 8th. I'm John McChesney reporting.*

MR. HAAK: The piece on Viet Nam reminds me of a letter that once found its way to my desk, and it was in English, painfully written by a Vietnamese man. Somehow the letter got to the University of Hawaii and to my desk, and he was describing his three sons and was asking if there was any way that we could find for them to be adopted and come to the United States so that they could take advantage of their great qualities. So I'm hoping that, as you say, with this sense of openness that we hope to achieve now with our past, we can move beyond it.

QUESTIONS AND ANSWERS

John Haak, Convener
University of Hawaii

Michel Oksenberg
East-West Center

MR. HAAK: Are there any questions of our two speakers before we move on to our break?

MR. OKSENBERG [responding to a question]: I think the thrust of the Chalmers-Johnson Op Ed piece was that not just the Clinton Administration but also that the United States has not had an overarching strategy for Asia, and that he advocated a balance-of-power approach with the United States continuing to play an active role balancing the powers of Japan, China, and Southeast Asia. Your question is whether the Clinton Administration has yet formulated an Asian policy, and then whether it is likely to do so. I think that it takes usually more than 3 months in office to formulate a regional policy, so I am not without hope. The key person is Winston Lord, our former ambassador to China who is now Assistant Secretary of State for East Asian Affairs. I think highly of him. Before becoming ambassador to China, he had been president of the Council on Foreign Relations, and before that, had served Secretary Kissinger both as Head of Policy Planning, and before that, in the White House. The key question as to whether this administration will formulate an Asian policy seems to me to be whether Winston Lord will be able to gather the pieces in his hand, and whether he has enough stature to really master the many dimensions of Asia policy.

I should say that I served in the Carter Administration on the National Security Council staff on China. I am all too aware from my personal experience of how difficult it is either from the vantage point of the State Department or the NSC and at an Assistant Secretary level to establish some measure of coherence and consistency in the approach to Asia. The main problem is that, as we all know, the making of American foreign policy today toward any region, much less toward the world as a whole has become extraordinarily fragmented.

The Congress claims its share in the making of policy. The President's Special Trade Representative, now Mr. Kantor, and before that, Carla Hills in the Bush Administration, pursues a policy toward China. The Pentagon pursues a policy towards China. The Commerce Department pursues a policy towards Asia. It takes literally the personal involvement, I think, of the President's highest advisors and of the President in order to bring coherence to American policy, and what strikes me thus far is that there is some basis for hope, but there is also some basis for despair: namely, the administration is not being given sufficient time to sit back and put a policy together, as it would like to do. Rather, it is being driven by a series of events, both in other parts of the world and in Asia itself, so that by the time the opportunity for making a coherent policy presents itself, the administration will have already in a series of discrete measures adopted a policy — on Most Favored Nation status to China, on trade toward Japan, on recognition of Viet Nam -- these are being driven by a daily event without an overview. So we are engaged in a contest between Winston Lord's effort, in my view, to establish himself as the czar of Asian policy, on the one hand, and the press of daily events on the other.

Perhaps the last event that suggests how things are going is that Peter Tarnoff, Undersecretary — very good man — has been designated as the person who will carry on the negotiations with North Korea on nuclear weapons. Why isn't Winston doing that? So the question remains. I'm hopeful, because of my great respect for Winston Lord — also for some of the congressional backing he has, that there will be a measure of coherence introduced in the Asian policy, but I'm not exactly holding my breath for it.

MR. OKSENBERG [responding to a question]: I didn't say a second-rate education. I said in some instances — I didn't mean to portray that all Asian universities were ahead of ours in information sciences. I'm just saying that many of them come from very sophisticated places where the basis is being laid for that. But while library and library information systems— while I said that a university can be no better than its information systems and library, I like to think that faculty also have a role in the excellence of universities, and also the quality of other students who are there, and the instructional capabilities of American universities remain unparalleled. I think that the pedagogy that exists, particularly at the graduate levels in American universities, I think, are without peer in the world.

The rigor, and I might also say, to some extent, the fellowship support that is available has something to do with it, too. What I meant to stress in my remarks on the telecommunications transformation is that we cannot rest on our laurels. There was a moment in the 1920s and 1930s where Britain was seen as the outstanding place, and Singapore, and all the many places of British empire that sent their students to Oxford and Cambridge, but we all know what happened to higher education in Britain over a period of time. So what I'm stressing is that we can't rest on our laurels. Particularly significant investments have to be made precisely in your areas, or we will not remain preeminent in the years ahead.

MR. OKSENBERG [responding to a question]: The question is: Is there a huge growth and am I predicting the demise of American higher education? That would be premature. I'm just saying that we must be vigilant. I'm trying to pump us up a little bit here. But in the R&D sphere, we have to recognize that in the end, in the long run, our intellectual vitality depends upon our savings rate and in our investment in human capital. And in this regard, the statements being made continually about rates of investment, and particularly investment in human capital in this country being insufficient compared to Asia's, are very important. I was just reading this morning that — just to give you a sense of this — the rate of capital accumulation in Singapore is over 40 percent; China, Taiwan, over 30 percent; the United States, 15 percent rate of capital accumulation, placing us in the same league as Sri Lanka. Now I would guess — this is what the Clinton Administration is stressing — we cannot sustain excellence in universities if we are not investing in human capital.

Then your question is, "are Asian countries investing in higher education?" There is a tremendous variation among Asian countries in this regard, and also one has to distinguish between undergraduate and graduate education. But what one is seeing over a long period of time, and we know how long it took the United States to achieve our preeminence in both college and graduate education, but what we have seen over the past 20 to 30 years is the emergence of quality undergraduate education in many countries of Asia. And that has been the result both of substantial government investment and of a gradual return to Ph.D.s trained in the United States, so that universities such as Taiwan National University or Seoul National University or Chulalongkorn University in Thailand have become respectable institutions. Are they as good as our best undergraduate schools? No, but they are moving forward. And now those universities recognize that the next step must be the development of graduate programs, and of indigenous Ph.D. programs. They do not yet have the libraries to sustain that; they do not have for the most part faculty who know how to guide Ph.D. students. I've just come back from a visit to Malaysia, back to Thailand, Singapore — those countries now see it as the next stage in their development to begin this process. This will take 30, 40, 50 years. They recognize it, but the process is beginning.

MR. HAAK: Let's give our two speakers a warm hand. Let's take a 20-minute break, and we will be reconvened by 10:35 a.m.

OPENING REMARKS

Susan K. Nutter
ARL President

MS. NUTTER: It's nice to be back in this room with you, our members. I have to say that this morning, when I looked out at all of you, I was struck with what I thought was a change in the membership composition, because I didn't see any men in suits. And I just want to note that it's refreshing to see you in casual clothes. It makes, I think, for a much more friendly group. I appreciate an expression of your personalities through your clothes and would like to encourage more of this in the future.

I went into my room at lunch and looked out on the beach. The thought of having to keep you in the business meeting for any length of time seemed daunting. I've also received a number of comments from you asking how long the meeting would be. The business meeting is going to be short. Duane and I, after we heard all those comments, agreed to keep our reports very brief, and since the success of the Association is really dependent upon your involvement and interactions, I'll let you decide to what extent you would like to raise other topics of interest and concern. And so we'll all work together. I'll stay as long as you want; Duane will stay as long as you want.

The President's Report, with which I'll begin, is going to be brief. I'll start with the report on the actions and discussions from Tuesday's board meeting. I'll follow with plans for the fall meeting, and I'll close with just a few of my remarks on the state of the Association.

In its meeting on Tuesday, the Board discussed a number of issues that I think may be of immediate interest to you. First, we received an important report of recommendations from the ARL Work Group on Minority Recruitment Initiatives and spent at least a good hour discussing those recommendations. The Board members were unanimous in agreeing that this issue is of paramount importance to the Association and that action cannot be delayed. Therefore, I'd like to ask the chair of the work group, George Shipman from the University of Oregon, to say a few words about the report and to let the membership know what it can expect in the near future.

REPORT FROM THE WORK GROUP ON MINORITY RECRUITMENT INITIATIVES

George Shipman
University of Oregon

MR. SHIPMAN: Thank you.

Over the past four years, the Association has actively pursued issues relating to the representations of minorities in research libraries. As the Office of Management Services developed its diversity project, ARL directors served in an advisory capacity to assist in the identification of issues and needs. The Task Force on Minority Recruitment was created to examine concerns related to recruitment and retention of underrepresented minorities following membership discussion of the need to address these concerns within ARL libraries. ARL member institutions have engaged in four years of active exploration, self-examination, and association education of these issues. We have made these concerns a more visible and substantive part of ARL publications and of ARL programs through the fine work of Kriza Jennings, our OMS Diversity Consultant, and the participation of our directors. We have incorporated issues of diversity of minority recruitment into member and Association consciousness and into Association business.

At its winter meeting, the ARL board appointed Meredith Butler, Hiram Davis, and yours truly to a working group to develop a proposal for an ARL scholarship program for persons of color. That working group employed the services of Kriza Jennings and Gloria DeSole, Special Assistant to the President of the State University of New York at Albany, in its deliberations. A proposal was quickly generated but requires additional work before fullest consideration is possible. The preliminary package was discussed on Tuesday by the Board. The discussion brought home to the Board some of the detail and complexity of this multifaceted set of issues. This led to a reinforcement of Board resolve to deal directly with the issues facing the Association and its member libraries, who unanimously resolved to take steps to sustain ARL initiatives in affirmative action by determining the resources necessary to deal with issues relating to the representation of minorities in research libraries, including recruitment strategies, such as scholarships, partnerships with library schools, etc. The result of that endeavor will be discussed by the Board at the July 12 meeting. Thank you.

MS. NUTTER: Thank you, George, and we will work with George at the summer meeting of the Board to put together a report for you, including a set of recommendations for your full consideration at the fall meeting. Now, you may have questions for George or members of the Working Group or comments, and I'd welcome any. O.K. You'll hear more about this, then, at the fall meeting.

ACCESS COMMITTEE REPORT

Shirley Baker
Washington University

Winston Tabb
Library of Congress

MS. BAKER: Last November, all of you got in the mail a copy of this White Paper, "Maximizing Access, Minimizing Cost: A First Step Toward the Information Access Future." Since then, the subcommittee of the Access Committee has been quite busy working on the issues raised in that paper We have taken the paper "on the road," particularly to ARL in midwinter, met with various groups to some standing-room-only audiences, met with some vendors, specially OCLC and RLG, and have spoken at some state library meetings. The reception has, on the whole, been quite enthusiastic, and there is a tremendous amount of interest both in the research library community and outside the research library community in the particular issues that were raised of how to move toward an ideal system that will get us closer to the blue-sky future that we all hope we will actually live to see someday.

The next step that was recommended by the subcommittee and affirmed by the Access Committee at this meeting was that we will hold a meeting in New Orleans on June 24 — we think in the afternoon — to which we will invite interested librarians and vendors to come and talk and to look at a set of rough specifications for the parts of the ideal system with the goal that individual vendors or others might be interested in signing on or developing parts of the system.

Now, this is going to require a lot of preparation, and the only reason we're going to be able to prepare adequately is because Mary Jackson has come to ARL as a visiting program officer, starting this week, and she will be with ARL for the next eight months. I want to thank, I think for all of us, both ARL for arranging it, and Penn and Paul Mosher for supporting her leave and allowing her to go. Mary knows just about everything there is to know about interlibrary loans. She's been the head of Interlibrary Loan at Penn for a decade and more; she has either chaired or served on every major regional, national, and some international committees on interlibrary loan. She does a lot of consulting; has a lot of knowledge. I think we should welcome Mary as a visiting program officer. Mary, would you stand up? (applause) If my experience is any predictor, I think you will find working with her easy and incredibly productive.

The subcommittee and the Access Committee in general will be advising Mary over these coming months. We have talked about how to get her some advice; director-level advice is very useful, but a practitioner-level advice is also critical. And we are planning to put together a sort of "kitchen cabinet" of people from the library community, from the research library community, but also perhaps interested people from the outside, from the public libraries, who would communicate with Mary by e-mail, share information, comment, and give her some valuable input. If any of you know anybody you would like to have work in that role, please contact Mary, Jaia Barrett, or myself, and we will be in contact with them. And remember the Conference for Vendors and Libraries on June 24 at ALA — you'll hear more about that. Thank you.

MS. NUTTER: Thank you, Shirley. And Mary, you couldn't come at a better time for us. Are there any questions or comments for Shirley?

The Board also discussed the recent decision by the Library of Congress — this is a decision due to budget reductions — to cease lending to international libraries immediately and to discontinue the provision of complimentary photocopies for international borrowers. And, of course, this decision will have a significant impact on ARL's Canadian members. The board asked three committees, including the Access Committee, to discuss this decision, and I'd like to ask Winston Tabb of the Library of Congress to comment on that discussion.

MR. TABB: I'm Winston Tabb of the Library of Congress. I'd like to be as brief as you wanted us to and say, "I'm sorry," and sit down, but I think that probably won't work, given the amount of conversation I have heard at this meeting about the Library's decision to suspend the lending of books to foreign libraries. I need to make two points about it: One is that I do regret the policy very much as the former Chief of the Loan Division and the current Secretary of the Interlending and Document Delivery Section, I do understand what the issues are, and it makes a very awkward time. On the very same day, I think, when we suspended this international lending, we were able to mount all of our library files in the Internet, so it seems particularly ironic that at the very time we are making people aware of resources we have, that there are a number of people who will not be as readily able to get them. So I really am very sorry about this.

The second point is probably the more important one, and that is, I see no possibility of reverting to the earlier arrangement. Given what we've heard about the decreasing resources already and the fact that it's going to be much worse next year — we already know because our Senate officers have told us this — I see no possibility that we could again restore international lending without being able to charge fees for it. However, the good news is that, with the kind of conversations I have had here and the cooperation that I see among my colleagues, we have several possibilities for ways of restoring the service without having to do a drain against the Library's appropriation.

I don't know which of these ideas will work — maybe all of them will, maybe none of them will — but some of the things that I think seem most promising are the possibilities that, for the very short run, we might be able to take advantage of the U.S. mail drops that some of the Canadian libraries have and declare them to be U.S. users of the Library for that purpose. Even more exciting, I think, is that Don Simpson has said that there may be a possibility that we could use the Center for Research Libraries as a contractor; that we might be able to have the Center hire someone who would actually come in and do the work that would enable us to make the foreign loans, and the necessary charges might be billed to the Center. Now, Don, of course, needs to speak with his board; I would have to talk to people at the Library about this, but that at least is a possibility.

One of the other things that has occurred to me since I've been here — and I will check immediately upon returning to the Library — is the possibility that we might be able really to stretch the definition of what is possible to do through the Library's photoduplication service and to use that, not only to make photocopies of items from the collections, but actually to be lending items. That is already an established fee service, and it might be possible we could use it for this purpose.

So those are at least three possibilities that I see. We'll look into them in as much detail as we can, as quickly we can. It seems possible, though I haven't talked with every one of you yet. There may be some other ideas that you would like to share with me, either now, preferably later, or maybe even in writing, so we can really be sure that we are able to provide the service we would like to do, but also not to drain on resources that we simply do not any longer have and are not ever likely to have again. Thank you.

MS. NUTTER: Thank you, Winston. We really appreciate your responsiveness. Any comments for Winston at this point? Any other comments on the LC decision? Shirley ...

MS. BAKER: Well, I'm not responding officially for the Access Committee, but I'll respond for myself, just to say I'm glad to see the efforts that are being made to find a way out of what is really an unfortunate situation, and I applaud the Library of Congress's efforts in that and everyone else here, including the Center.

MS. NUTTER: Thank you, and anyone else? And Don Simpson, thank you very much.

PRESIDENT'S REPORT

Susan K. Nutter
ARL President

MS. NUTTER: The ARL directors' discussion list was also a topic on our agenda, and the popularity and enormous success of this list have contributed to a significant increase in the volume of messages. And the Board has debated, at the request of several directors, whether the time has come to refine or manage the list-serve. We concluded that we need a little more time, a little more experience, as well as more information before making that decision, and we are going to do the following in the meantime. We will be conducting a survey on members' perspectives, we'll be asking SPEC Services to analyze the survey component of the list, and we will periodically repost the guidelines for the list. Then we'll get back to you as we gather that information and have a little more experience. I don't know if any of you want to add anything to that or make any kind of comment about that. I know some of you have been concerned. Thank you.

The move to the new ARL quarters was also reviewed by the board, and I am very pleased to report that the move went exceedingly well, with almost no disruption in either functionality or productivity, and for that, the staff has our appreciation and admiration. From all reports, the move has resulted in an increase in productivity and effectiveness, and ARL can really function now as an association with improved meeting workshops and conference space. Despite the fact that the staff members all have smaller offices, Board members have heard only expressions of pleasure and delight. And I find this very unusual. I think any one of us who has been involved in a move — even a move to new library quarters — would find this unusual, and we appreciate it. We are very pleased. We look forward to hosting a reception at the new quarters at the fall meeting, so you'll all have an opportunity to enjoy them as well. We hear great reports.

Other important topics that we addressed at the meeting included the AAU Research Library Project, the *Texaco amicus* brief, federal legislation, and the evaluation of the Coalition for Networked Information. In the interest of time, Duane will cover these in his Executive Director's Report.

Let me fill you in on plans for the fall meeting. Plans are well in hand — and when I say that, I'm referring to Prue Adler's capable hands — and let me provide you with a brief overview for that meeting. The theme of the meeting will be "Advancing the Information Infrastructure." We have chosen this topic because, as active players in the transformation of the scholarly communication process, we have become more and more aware of the importance of information policy at the campus level, as well as at the state, regional, or provincial level, and at the national and international level. This meeting will be an opportunity to explore the changing information policy environment and landscape in North America and allow us to consider what these changes may mean for research libraries. It is also an opportunity to gain an appreciation for the vast array of new players and partners in this changing environment and to continue the fall of '92 discussions on copyright and intellectual property issues from this new information infrastructure context.

The recent issue of the ARL newsletter is the first of several pieces that ARL will be sending to you on these issues. Other papers, including the ARL testimony on digital libraries, will provide background information in support and anticipation of the fall discussions. Prue and I have just begun to draw up a list of potential sessions and speakers, and we would welcome hearing your ideas. If you have suggestions as to either of those, please speak to one of us, drop us a note, or send us a message on the directors' list, but get back to us. It would be very helpful.

In closing my brief report, I just feel the need to comment on my perspective of the state of the Association. I admit here that I am a fairly new member, but I'm struck by the vitality of the Association, the level of activity within and by the Association, its members, and its staff, the leadership of ARL on issues of importance to the future of research libraries, and also what I see as an excellent return on our investment in the organization. To support my case, I note the following recent activities in these areas — intellectual property rights, including the *Texaco amicus* brief, STI initiatives, the Office of Academic and Scientific Publishing, CNI, foreign acquisitions, the Mellon study, efforts to integrate the electronic environment and our role in it, and involvement in the ARL governance structure. And when I say that, I'm referring to the fact that more than 100 of you now serve on committees and working groups, and more than 80 directors responded to a call for action on HEA funding, despite the fact that that is just a U.S. concern, and efforts to influence national informational policy. I attribute this unusual vitality and leadership to an extraordinary partnership between members of the Association and the staff of the Association, and I note here that we have a very gifted and talented staff. I also note that this Association, its members, and its staff are the best that I have ever worked with. You all make the job of president an easy and pleasant task, and for that, I thank you very much. Now, you'll hear from your Executive Director.

EXECUTIVE DIRECTOR'S REPORT

Duane E. Webster
ARL Executive Director

MR. WEBSTER: Thank you, Susan. It has been a very productive six months since we've last been together. I will start my report by publicly acknowledging the terrific job being done by the staff. They managed very demanding portfolios while moving to new space and starting a number of new initiatives — preparing the *Texaco amicus* brief, publishing the Mellon study, and establishing the AAU project. I would like to salute their very fine efforts.

We provided you with a detailed report on staff activities as part of the materials sent to you in advance of this meeting. I hope you will look at that report. We try to be as transparent an organization as is possible. We don't want to overload you with information, but we do want to be sure that you understand what we are doing.

I will highlight today several of our most important current projects. There are a number of things that are rapidly changing, and perhaps you have questions we could respond to more fully.

First, the *Texaco* case. We have reported to you that the Board has encouraged us to take a leadership role in putting together a group of organizations to file an *amicus* brief to support the appeal of the court decision. The brief reaffirms certain fair use rights permitted to scholars and researchers in the conduct of research and education. ARL's partners in this legal effort have included five other library associations, five of our member libraries, three universities, and two associations representing scholars. I think it's particularly important that we attract the interest of the scholars on this set of issues. The American Council of Learned Societies and the National Humanities Alliance both joined with us in supporting and sponsoring this brief and, in the process of doing that, have brought to the attention of their members the attack that is being launched on fair use rights, both through litigation, such as the *Kinkos* case and the *Texaco* case, but also the increasing attention publishers are paying to legislative methods for gaining greater control over the intellectual property that they are working with. I thank you for your efforts in supporting and securing the support of your institutions and cosponsoring that brief. I can't overemphasize the importance of a collective action in signalling the determination of the scholarly community to protect fair use rights.

The brief was accepted by the Court following contention by the lawyers for the plaintiff that we were unduly trying to influence the Court on a matter that did not relate to our interests. There is no deadline for the Court's rule, but we are looking for a decision rather shortly. Copyright has been a long-standing issue of importance to the Association. ARL was one of the leadership groups influencing the framing of the Copyright Law of 1976. As you know, the fall membership meeting addressed a set of issues on fair use. The discussions last fall have prompted us to review the agenda of actions related to intellectual property. A considerable amount of attention will be addressed to these issues over the next several years.

The second project I want to highlight is the AAU project. The March ARL newsletter has the best and most up-to-date review of activities in this area. I simply want to add my observations based on a meeting of the AAU President's Steering Committee last week. The presidents are very much interested in this set of issues. We have their attention. All of the members of the AAU Presidential Steering Committee were present for the meeting; in fact, additional presidents — Neil Rubenstein from Harvard, Bob Burdell from Texas — sat in on the meeting because of their interest in this project. It's apparent that they are paying attention, and they are reading the materials that we're providing them. This is an extraordinary opportunity to educate, inform, and encourage them to move forward on that set of concerns.

The second observation I note from that meeting is that the presidents are very pleased with the positive reaction they are getting from their several constituencies with their involvement with this issue. Mrs. Hannah Gray, who is chair of the committee, noted that this is one of those rare occasions where they don't even have to do anything; they simply announce that they are interested, and they get a very positive response from their community.

We plan a preliminary report at the AAU and ARL meetings this fall. The final report is expected in the spring of next year.

The AAU President's Steering Committee expressed an interest at this last meeting in adding several more faculty to the three task forces, and I'd like to ask for your help in doing that. There are three task forces: one on science and technical information, one on foreign acquisitions, and one on the management of intellectual property within the university environment. They are looking for one or more additional faculty for each of those task forces. Clearly, one way we can influence the course of the project is by bringing names forward from our community of people that we know are leaders, are informed, and are sympathetic and could contribute in this type of setting. So we seek your suggestions in that regard.

The third project I want to mention is the statistics and management effort. As you recall the membership voted support for an expanded statistics measurement program at the fall meeting. We have been hard at work, defining this new position and program and recruiting for the position. We have been incredibly lucky to have Nicky Daval return to the Association and help us through this transition year. She, in combination with Kendon Stubbs and Gordon Fretwell, has assured the survey and production schedules for the annual statistics and the salary survey and has assisted us with the definition of the job posting. We expect to fill the program position by the end of summer and ask your help in identifying good people whom we ought to add to the pool.

I sent you a package recently describing the position and providing the background on how we've developed this expanded program. We are really looking for someone who brings a combination of knowledge and experience in research libraries with a set of statistical, analytical, or institutional research skills that would enhance the talent and skills we have available in the office already. I found that in the past we have had the most success in filling key spots when you have suggested people to us. So I hope you will look around your institution, both in the library and maybe elsewhere within the university, to identify people whom we should add to our pool.

Defining and measuring value-added contributions of the research library is of central importance in this period of budgetary pressure and movement to electronic services. The expansion of the statistics and measurement program to develop better measures of effectiveness is one of several ARL efforts to support your campus-based responses to budget and performance pressures.

I also want to highlight our federal legislative initiatives and encourage your continued involvement in these efforts. Funding for national library programs is vulnerable. We have a new presidential administration, a new Congress, a new budgetary climate, several new department heads, and even some shift in emphasis as to which departments are most important to the future of library funding. This is a very turbulent period. Certainly when we find our friends in the White House coming forth with an executive branch budget that zeroes out library programs in the Higher Education Act, we've got to be concerned. We need the support of the membership in going to Congress. So I encourage you to support Prue Adler when she brings forth her request for help, and I am pleased to report the very positive response that you've provided on signing up and supporting the Congressman Kildee letter. Prue was telling me just before this meeting that we have more than 80 signatories on that letter, and that is directly a result of your help and your energy. I can't underscore too much the importance of your help in exercising influence in this area.

The next topic I want to touch on very briefly is the Coalition for Networked Information. The Coalition is enjoying considerable success under the leadership of Paul Peters. The membership of the CNI Task Force is now 185 institutions, including 70 ARL institutions. Over the last several months, an assessment of CNI's first three years has been conducted. This assessment has involved the boards of the three sponsoring organizations, the steering committee for the Coalition, and the various participants in the CNI Task Force and working groups. This review is nearing completion, and we see that there are really going to be three core conclusions. First, the Coalition should continue, based on CNI's success in bringing together the three communities to promote the use of networked information. This success should be built on for another three-year cycle of operation. Secondly, it is apparent that the CNI's agenda should be focused on a somewhat shorter array of priorities. It is very important that this agenda is determined by the sponsoring associations through the steering committee and that CNI efforts to extend and strengthen the policies of the sponsors be an integral part of its operating method. Third, it's apparent that efforts must be made to husband resources, not only financial resources but people resources. So there is going to be an effort to build a reserve of operating funds, and we are going to move to combine the CNI Task Force meetings with other regularly scheduled meetings of the sponsoring organizations — in particular, the CAUSE and EDUCOM meetings in the fall — as a way of reducing the burden on people who participate on these task forces; particularly, the burden on their travel schedules.

Let me pause on this area — on the Coalition — to see if there are questions or comments. Paul is here to respond to any concerns you might have or requests for clarification or elaboration.

The final topic I want to cover relates to several administrative items. Financially, the Association completed '92 with a balanced budget and a small surplus — a surplus of $6,800 — on total expenditures of roughly $2.7 million. This is the fourth consecutive year of balanced budgets, and the full audited financial report will be published as a part of the minutes for this meeting.

In terms of staff developments, I would like to introduce a new staff person that you've probably seen helping make this meeting a success. We have a new office manager and meeting planner who has stepped into the shoes filled previously by Gary Dikeos. Our new person is Mary Jane Brooks. Mary Jane is really a delight, and we are pleased that she's here. She has both a lot of good ideas and good skills, but has a very delightful style and a way of getting things done under pressure that is really most appreciated.

I also want to acknowledge several honors that have been extended to one of our staff, Ann Okerson, who has been named Serials Librarian of the Year for 1993, receiving the ALA's Bowker Award. She has also been awarded the 1993 ALA Blackwell North American Award for the best published article on library collections and acquisitions. Congratulations, Ann. (applause)

Both of these awards are scheduled to be presented at ALA in New Orleans, and Ann would love to have you present at those ceremonies. Ann is also going to be the first visiting scholar in the University of Virginia Library Electronic Text Center. She will spend August in Charlottesville in preparation for a project on library services of the twenty-first century.

I also want to say just a few words about our new building. The staff are delighted to be in the new space, and it's a place that's really added a lot of functionality to our lives. It is also a delightful place to live and work in. We have a glass atrium in the center of the building, plus a lot of window space around the perimeter, that makes the entire floor very light and airy. And since we spend so much time there, it's nice to have it be as warm and hospitable an environment as it is. But most important, and the thing that we're very pleased with, is the fact that we now have an extraordinary meeting and conference space available to us. It's really the key part of the floor; it overlooks Dupont Circle, and from the eighth floor there are lovely vistas to the north along New Hampshire and Connecticut Avenues.

The space is attracting, as we hoped it would, the interest of a number of higher education association groups, and we are becoming a crossroads for the higher education crowd to do important business within the hospitality and under the auspices of the Association. We think it's an excellent opportunity to attract people to our facility, and in turn, for them to become better acquainted with what ARL is and is trying to be.

I would like to say that we are now able to invite you when you visit Washington and need a place to work, to make phone calls, or to arrange a meeting. We are prepared to support you, when you come to Washington, in that way. So I would invite you, when you next visit

Washington, to come by and get a tour of the offices. And if you need a place to work or a place to meet, with sufficient advance notice, we would like to be that place for you to work and meet.

I also would like to say also that we're following Norm Stevens' tradition of building collections. We're trying to build a collection of member library posters and coffee mugs. We've got a hallway where we are framing and posting member library posters as a way of characterizing who makes up the Association of Research Libraries, for visitors in the conference room. And, of course, when you come, we would love to be able to serve you coffee or your favorite beverage in a mug from your institution. So this is a plea for free mugs and free posters, and we'll trade you posters.

In closing, I want to say that we are very active. We are trying to be influential. Crucial in this active posture is an informed, involved, and committed membership, and that is what we have always found. When we've turned to you for help, you're there. Each of the committees has proven to be very responsive to an expanded agenda of issues. The Board has been successful in assuring that we focus on the few issues, being selective in the array of issues that are available to us to work on, and making sure that we focus on those that are most important. I'm very pleased to say, as Susan has noted already, that the partnership of a talented and active staff with an informed and committed membership is working well for the interest of research libraries. Thank you.

MS. NUTTER: Thank you, Duane. Any questions or comments to Duane about his report? I promised you an opportunity to raise questions about Association matters of professional concerns, so the mike is open, and all we ask is that you come to the microphone to make those.

As I close this meeting, I want to thank all of you for your attendance. May is a tough month for all of us to get away, particularly due to the fact that our budgets are coming down, which is probably the right word, and that many of us have graduations at this time of year. But I want to note, as a representative of an East Coast member institution, I give special thanks to those of you from the West Coast, who, in order to attend half of our ARL meetings, endure a very long trip against the clock. That means more to me now than it ever did before. But I'm especially moved by the fact, John Haak, that you are always present at ARL meetings. We now know what that requires from you, and we're especially grateful to you for that. Without you, we would not be here in this wonderful location. And I think somehow, Duane, the vistas of New Hampshire and Connecticut Avenues aren't going to be quite as special after this experience.

I look forward to greeting you at the reception. It's going to be special. The meeting is adjourned.

PROGRAM SESSION IV

ACADEMIC AND RESEARCH LIBRARIES IN AUSTRALIA, JAPAN, AND KOREA

ACADEMIC AND RESEARCH LIBRARIES IN AUSTRALIA, JAPAN, AND KOREA

John Haak, Convener
University of Hawaii

Panel:

Warren Horton
National Library of Australia

Haruo Kuroda
University of Tokyo

Ke Hong Park
Korea Institute of Science and Technology

MR. HAAK: This morning's first session will focus on academic and research libraries in Australia, Japan, and Korea. What does the Asian and Pacific academic library information world look like from a perspective other than the one originating from North America? It is the intent of this session to help us see things from a different direction. To enable us, perhaps, to discover ways in which in our libraries can extend and utilize our new telecommunications networking capabilities to foster productive, collaborative relationships with academic libraries and institutions throughout the Asian and Pacific region.

This morning it is my genuine pleasure to introduce to you our distinguished panelists, who have through considerable personal effort come here to participate in our conference. As we have reached out, so have they from Australia, Japan, and Korea. Our first speaker is Warren Horton, who has served as Director-General for the National Library of Australia since July 1985. Prior to coming to the National Library, he held the post of State Librarian of Victoria from 1981 to 1985. Mr. Horton is active in both the national and international levels of librarianship. He served as President of the Australian Library and Information Association in 1984, and the distinction of Fellow of the Association was conferred upon him in 1985. In 1988 the Association presented him with the HCL Anderson Award, the highest professional honor that can be awarded to an Australian librarian. In August 1991 he became the first Australian ever elected to the Executive Board of IFLA, the International Federation of Library Associations and Institutions. Mr. Horton today will speak on research library activities in Australia. Please welcome him to the podium. (Applause)

MR. HORTON: Thank you very much. I am very pleased to be here. I felt after listening to my colleagues yesterday that I should begin by announcing that I was born in Australia. There are some of us who work in Australian libraries who were born in Australia! In thinking about what to say, I was mindful that two of my colleagues plus a New Zealander were speaking yesterday, and they would probably address some of the same topics. I therefore prepared this short talk against the prospect that we might well in part talk about the same issues, and this has turned out to be true. To that extent, some of the material covered in the slides I am using at this talk contain information that you heard yesterday.

What I would like first to do is talk a little about history, which Ray Choate spoke about yesterday, and then I would like to talk about Australian library developments in the broadest sense of policy planning. After that, I would like to talk about cooperation and then about holdings and the type of collections in Australian libraries. Finally, I would like to make you an offer that I think that most of you will not want to refuse.

Much of the background history to Australian library developments was canvassed yesterday by Ray, but I would like to pick up one or two of the points he made. Australia as a political unit dates from the federation of the states into a national government in 1901, but it is important to note that there are nine governments. And rather like in your country, there is a constant tension between the national government and the state/territory governments as a way of life. Certainly, as regards information policy and planning, the power does not lie at the national government level alone. It is a shared power. The Australian government has recently broadened the concept of central power by using international treaties and the external treaty power in the Constitution to widen its capacity to make laws in Australia. But there are no external treaties that have broadened the information policy powers or brought a more centralized approach to information policy matters. So national information policy and planning and the operations of libraries are shared across all levels of government.

I would also like to pick up the word multiculturalism, which was used a lot yesterday. I think it is accepted now that Australia has had the most diverse population change in the world since World War II in terms of immigration. But many of you in this room are old enough to remember when Australia was renowned and infamous for its White Australian immigration policy, which began to be dismantled only in 1967. Certainly, we have exactly the same experiences in recent decades as were described yesterday as occurring on the west coast of the United States. It was noted with great media interest last week that one Australian university had just graduated a class in which the majority of students were either born in Asia or had at least one parent born in Asia.

It is also important to point out the United Kingdom/United States influence on Australian library development. That influence has generally been good, although on occasions counter-productive, but certainly Australian library development was very much influenced by developments in the United Kingdom until recently and since World War II by those in the United States.

Location, distance, and time zones all matter to Australia. We, of course, live in a different time zone to most of the rest of the world, although not those Pacific Rim countries on the west of the Pacific Ocean. This is a critical factor for us, and location and distance have been great determinants of Australian history. Geoffrey Blainey's well-known book, *The Tyranny of Distance,* emphasizes how distance has dominated Australian history since European settlement. There is indeed a famous anecdote originating from when one of the first governors of New South Wales after European settlement wrote back to London, saying in effect, "I've decided to give a mandate to someone to control rum imports. But I'm going to build a hospital with the proceeds." A year later, he got a letter back, saying, "You can't." And he wrote back, saying, "Too late. I've done it!"

Lastly, I would like to mention that, inevitably, we have very advanced telecommunications. Until last year, telecommunications services were generally available only through the government instrumentality as a monopoly, but now, as a matter of government policy, we have competition. The likely impact of this on Australia and on our library services is still not clear.

Turning to information policy and planning, you must understand that I speak as a senior officer of the national government and from the perspective of the national capital, and many in Australia argue that Canberra, rather like Washington, produces a somewhat different view of events than if you live elsewhere in Australia. But I would argue that library developments in recent decades have been dominated by the search for a national information policy in Australia and/or appropriate policies for coordinated development of our library services. We have probably put more effort into national information policy planning in recent decades than any country in the world, and we have failed to achieve such a policy. But while we still have no effective national information policy, libraries have been seen as an integral part of the information policy debate. Information and its place in the effective economic and social development of Australia is much talked about because of the continued debate over our likely future as a country of fairly small population, settled by Europeans, but on the edge of Asia. The then-Prime Minister some years ago painted the concept of "a clever country," saying it was the only way we were to survive and prosper in economic terms when competing with countries such as Singapore, which had a very clear view of the importance of information to their future. This is why there has been so much debate over how to achieve an effective national information policy.

In the absence of this policy, the Australian library community has itself done much to achieve coordinated and nationally accepted policies. A major achievement was the Australian Libraries Summit of 1988, which was certainly not the White House Conference of 1979, but inspired as a concept by that event. This set a coordinated national agenda for the development of our libraries that was accepted by all major players and that has largely dictated developments since that date. It is interesting that New Zealand last year mounted the N-Strategy process, modelled somewhat along the same lines as our summit but with a much more open planning process. The Summit of 1988 was an attempt by the Australian library community to recognize that we have a highly cooperative system and that we could ourselves determine the most effective processes to allow the nation to advance its library systems in the absence of an agreed general policy across all levels of government.

As a subset of this we, again with the National Library of Australia, mounted last year the Towards Federation 2001 Conference. TF2001 flowed from the fact that in 2001 we will be celebrating the 100th birthday of Australia as a nation and the belief that we could build around this event a plan to by then make Australian documentary material, in the broadest sense of the word documentary, as publicly available as possible. There are reports on these meetings and their planning processes that I could make available to any of you with a particular interest in them. But it is important to emphasize that these activities over the last decade flow from our belief that Australia, as a relatively small nation in terms of population and resources, must plan and coordinate its library services very well and very cooperatively.

Ray Choate spoke yesterday of cooperation among the university libraries in Australia and emphasized how highly cooperative and collaborative the whole national system of libraries is. There are national organizations representing both the libraries in the country and the library profession (the Australian Council of Library and Information Services and the Australian Library and Information Association) and very strong sectoral groupings, including the Committee of Australian University Librarians, the Council of Australian State Libraries, and a newly created Federal Libraries Information Network, that are used to working together and see themselves as part of the one strong collaborative national system. And whatever else we do, the Australian library community meets biennially through the ALIA national conference, and tends to look very carefully at what we have achieved together as a united profession. Underpinning cooperation since 1988 has been the concept of the Distributed National Collection (DNC), accepted at the Australian Libraries Summit as the key resolution. Ray spoke of this yesterday, and I understand the concept created considerable interest. Effectively, it says quite simply that we should think of the Australian library collections and access to them in terms of one system. Accepting that every library has a primary responsibility to service its own client needs, how best can we organize our libraries in the national interest, and what should we do to ensure that Australians have maximum access to these resources? From this fairly simple proposition have flowed a whole series of actions since 1988, which as I said dominate library planning in our country.

In a major meeting in Adelaide on March 13, the key stakeholders, including heads of the nation's research libraries and representatives of all key professional bodies, gathered to review progress in developing the DNC concept and to debate whether it is valid in the emerging electronic world. We decided that it most definitely still was, but that its further development required the establishment of a DNC office by the National Library of Australia on behalf of the library community and the further development of the concept of broad-based and long-term contractual collecting/access frameworks among the nation's libraries, including the major research libraries. The National Library is now moving to establish this DNC office, and the further exploration of the contractual framework concept will be a major priority of it. There are already several examples of this concept, two involving the National Library. One is an agreement between us and La Trobe University Library in Melbourne, where that library commits itself to a long-term concentration on developing Latin American collections, and we have transferred to it on permanent loan several major formed important collections of Latin American material comprising over 15,000 items. Another and very interesting contract is that recently concluded between the National Library and the University of the Northern Territory in Darwin regarding Eastern Indonesian collecting, in which we have redefined our relative collecting responsibilities and also embraced issues such as access in a very long-term strategy. I think we will see many more such agreements over the next few years among Australian libraries.

Underpinning these developments very strongly is the changing role of the National Library, where we exercise considerably strengthened leadership responsibilities to the Australian library community. In a recent published article, I describe the Library as "first among equals," saying that it has no exclusive leadership mandate but it does have legislative powers to provide a wide range of services to other Australian libraries to make our system work better and to encourage cooperation both in Australia and with overseas libraries. Recent examples of strengthened initiatives include the establishment of a National Preservation Office and the move by AIMA Training & Consultancy Limited, the major management training vehicle in Australia for the library community, into a strategic alliance with the National Library. AIMA's establishment in 1984 was very much inspired by Duane Webster and the Association of Research Libraries' experience. The third example of this strengthened role, and the most important to the Australian library community, is the development of the Australian Bibliographic Network (ABN) since its establishment in 1981.

ABN is Australia's own national bibliographic utility, and there is an equivalent New Zealand utility (NZBN) established in the mid-1980s. The ownership of ABN is complicated since, in the last resort, it is owned by the National Library of Australia but is operated in the broad interests of the Australian library community with a very strong policy advisory mechanism. The ABN Network Committee, the majority of whose members are elected from among ABN users, is the major source for policy and operational advice on the development of the network, and the National Library has only once since 1981 refused to accept a recommendation by it. It is interesting that I have attended every meeting of the Network Committee, first as a member until 1985 and since then as the chief executive officer of the National Library (with someone in 1985 remarking that the fox was joining the hunters!). I am therefore very well aware how strongly the National Library and the Australian library community value this concept of shared ownership, which is in the last resort why ABN has been our major professional achievement in recent years. The National Bibliographic Database (NBD), operated through ABN, has almost 10 million bibliographic records, nearly 18 million locations for items in Australia, 1.3 million authority records, and very strong coverage of pre-1980 holding records retrospectively converted into the system. Over 1,200 Australian libraries are members of ABN, including almost all research libraries of significance. The National Library exercises financial responsibility for the NBD, paying about $2 million Australian a year, while those libraries contributing original cataloguing data receive a credit for doing so. ABN's budget is about $6.5 million Australian a year, and we aim to cover costs while not making a profit. ABN is the backbone of cooperation in the Australian library system.

By far the most exciting recent development in our region is the decision by the National Library of Australia, in partnership with the National Library of New Zealand, to redevelop ABN/NZBN systems as a grand National Document Information System (NDIS) covering both countries and intended to be a document information delivery system, in the broadest sense, which is also a bibliographic utility. Those that think that cooperation nationally is difficult will immediately see some of the risks such international cooperation can create, and we have certainly already found this, notwithstanding the close economic and political links between Australia and New Zealand. As one simple example, Australian and New Zealand government policy on computer industry development is almost diametrically opposed, with Australia favoring a local industry approach and New Zealand policy supporting the widest possible competition. But notwithstanding these difficulties, we see NDIS as a most exciting development positioning us into the next century in terms of effective information delivery and also likely to be of considerable interest to at least some Asian countries. We did give very serious consideration to a national library in an Asian country as a third partner in this development, but decided that the complications dealing across international boundaries would be so multiplied that we could drown in a sea of management problems.

You will have realized that the National Library of Australia is different than many other national libraries in that it has a much wider role. Its three primary functions are to develop a collection of library materials for the Australian people, to collaborate in the widest sense with other libraries, and to provide services to Australian libraries. The state libraries in Australia in general have not dissimilar mandates in terms of support to public libraries in their states, while the university libraries have always been highly cooperative and indeed in recent years strengthened the effectiveness of their overall cooperative arrangements and understandings. The Committee of Australian University Librarians has exercised considerable influence at the national level in the last three years, and its views on Australian government seed funding monies to develop the infrastructure among research libraries have been of importance.

What is also exciting is that the DNC concept, accepted by the nation's libraries at the Australian Libraries Summit of 1988, has in the last year been adopted by other sectors of the cultural industry, including museums and galleries. The Australian Labor Party, which was reelected as the Australian government in March, argued as a key policy plank for the development of a major Australian Cultural Policy, which in the case of the nation's libraries and other collecting institutions would be underpinned by the DNC concept.

I would now like to talk briefly about the involvement of Australian libraries in Asia and the Pacific, both in terms of support for the development of library services in those countries and collections in Australia of Asian/Pacific material.

Australian libraries have had a very long involvement in the region. It is interesting to note that the National Library, for example, has had formal exchange agreements for library materials in most countries reaching back to shortly after World War II, and indeed seems to have signed an exchange arrangement with North Korea during the Korean war in which Australia was involved. But the relationship has been far wider in scope and ambition than merely the collection of library materials, and we have a proud record in assisting the development of library services in many Asian and Pacific countries. My university colleagues have for other two decades with Australian government assistance been supporting the development of university libraries in Indonesia and Thailand, for example. The National Library of Australia was very involved in training National Library of China staff in automation after the Cultural Revolution, and we still have much to do with NLC and other Chinese libraries. We have had an office in Indonesia for over 25 years, which we are now upgrading. When I visit the National Diet Library in Japan, I am always delighted to meet "the Canberra Mafia," who are the many NDL staff who have been with us in Australia on a long-standing exchange program. In recent years we have done considerable work, as have other Australian libraries, to assist in upgrading library services in Viet Nam, Laos, and Cambodia. These programs can have surprising twists — having given the first training to National Library of Viet Nam staff in computer technology and then supplied their first computers, we found we had to ship uninterruptible power supply equipment to Hanoi because the equipment could not cope with the power problems! I think the work in Cambodia in the last few years has given us the most satisfaction, not only because of the overwhelming problems that country faces but because what is relatively limited expenditure by us has had so much impact.

There are in Australia very strong holdings of Asian-Pacific material, built up over many years. I think that, in the case of some Asian countries, it can be said that they are world-class collections not only in scope but because they are so well organized and identified, and since they have been built in a very considered fashion over a long span of years. A key issue for us is the cataloguing of this material, to make it as widely available as possible. Much of the Asian holdings of the National Library are already in ABN in a Romanized version, but we do not yet have a CJK facility. The development of this is a key priority in association with several major Australian university libraries, and we expect to complete this project in the next year and also have CJK and other language facilities as a matter of course in the new NDIS we are developing jointly with the National Library of New Zealand. This brings me to the offer that I mentioned at the beginning of this talk. I have brought for distribution a handout explaining all the National Library of Australia computerized bibliographical systems, including ABN, our Supersearch facility giving easy access to ABN, and the OZLINE Australian databases. There is little point in talking these in isolation, and so we have decided to make all our systems available free and online through the Internet to you until June 15. You will see that the handout gives you passwords for free access to these systems and instructions on how to reach them through the Internet. There is an element of trust in this arrangement, since we are clearly offering ARL libraries the opportunity to browse in the system but on the assumption that records will not be systematically taken from them. If you find these Australian resources, and in particular our Asian holdings, of interest, then you may want to become a customer for some of the services. But this is not our basic purpose, which is to give your libraries the opportunity to gain some idea of the extent of Australian holdings and their possible relevance to U.S. scholarship.

Finally, I would like to make two brief comments concerning broad subjects we are discussing at this meeting. The first is to mention my interest in realizing that there are several differing views on what the term "Pacific Rim," which is the theme of this conference, means. I noted with interest at the major Congress on Southeast Asian Librarians (CONSAL IX) meeting in Bangkok earlier this week that many of my Asian colleagues would not include Australia in such a definition, while earlier enquiries to ARL staff indicated that our practice of including the western coast of the United States in the definition was not common among American librarians. I am not sure there is a Pacific Rim concept in terms of library services, and we do of course have astonishing variations in the sophistication of library services across Asian/Pacific countries. But an encouraging thrust in almost all the regional meetings I have attended in the last year has been the agreement that we should explore far more positively the opportunities that technological/telecommunication developments are giving us for more formal cooperation in the region.

The second comment I want to make is that there has in my opinion clearly been a sea change in attitude in the last year among many Australian libraries to Asia, in terms of the opportunity to market information services into the region. Libraries such as mine have a long-standing interest in support programs to selected Asian countries, and you will have realized from my earlier comments that Australia is very proud of what we have been able to do to assist their development. But many Australian libraries, especially because of the development of the Internet, now see much stronger trading opportunities for information services into the region. I am not sure what the effect, or indeed the success, of these initiatives will be, but I do see a much more troubled and mixed environment in our relationship with these countries over the next decade. It will be interesting to see whether this meeting of ARL in Honolulu heightens the interest of ARL libraries in these matters also.

Thank you very much.

MR. HAAK: Thank you for your generous offer. I hope some of us get back to work in time to make your deadline. By the way, Hawaii has a very difficult time with "the Pacific Rim," because we don't see ourselves on the rim of anything.

Our second speaker comes to us from Japan. Dr. Haruo Kuroda earned his doctorate degrees in chemistry from the University of Tokyo where he had a distinguished career as a professor of chemistry as well as this institution's university librarian from 1988 to 1991. During the years when he was university librarian, he also served as president of the Association of National University Librarians. Now a professor emeritus at the University of Tokyo, he holds an appointment as professor at the Science University of Tokyo. He continues to serve as a member of the division of scholarly information, an advisory board to the Ministry of Education, Science, and Culture, and is a member of the Advisory Council for the National Center for Science Information Systems.

He's no stranger to some of us as he was the Chair of the Japanese Delegation to the Fourth U.S./Japan Conference on Library and Information Science and Higher Education held in Racine, Wisconsin, in 1988. He also served as a Chair of the Program Committee for the Fifth Conference held in Japan last year in 1992 in the Fall.

Dr. Kuroda will offer us a report on the present status and future prospect of academic libraries and library networks in Japan.

DR. KURODA: In Japan, we have 97 national universities, 39 municipal universities, and 378 private universities. Some of them are big universities consisting of 10 or more faculties and a number of research institutes, while some of them are small universities, better to be called a college. The libraries of national universities, those of municipal universities and those of private universities, form separate associations, although there exists a standing committee, consisting of the delegates from the three independent associations of university libraries, to discuss matters of common interest such as the issues related to the mutual collaboration among national, municipal, and private university libraries. The first big change in Japanese university libraries took place in the 1960s. At that time, so-called "modernization of library system" was carried out taking a model from the university libraries in the United States. As all of you know, the environment of academic libraries markedly changed in these 10 or 15 years, and we are experiencing the second big change of the environment of academic libraries. Although there are several factors that have brought about the great change of the environment of academic libraries, the most important one would be the rapid development in the science and technology related to information and telecommunication. The introduction of the computer into Japanese academic libraries slowly started from the 1970s. In this stage, libraries put their efforts independently in developing their own system of library automation. This is still the case in the majority of private universities.

National policy related to academic libraries used to be formed mainly by the advisory board to the Ministry of Education, Science, and Culture (MONBUSHO), through the discussion in its Science Information Subcommittee. In 1980, the above Advisory Board presented a report entitled as "A Future Plan and Policy for Science Information System in Japan." This report pointed out the necessity of constructing an infrastructure for nationwide flow system of scholarly information (or "science information"). Accordingly, the Center for Bibliographic Information was established in 1983 within the University of Tokyo and started the research and development of the system for online formation of the Union Catalog of academic libraries. At the same time, the construction of a packet-switching network was initiated. Two years later, the above center was transformed to be an inter-university institute, independent from the University of Tokyo, which is now known to you by the name of "National Center for Science Information System" (NACSIS) and started the operation of the online shared cataloging system (NACSIS-CAT).

The adopted general plan of the library computer network was as follows. Considering the distribution of universities, several national universities, especially big universities such as University of Tokyo, Kyoto University, Osaka University, Tohoku University, Hokkaido University, and Kyushu University are assigned to be regional centers, and a medium-sized computer is installed into the central library of each regional center to be directly connected to NACSIS. The regional center works also as a node for connecting small-size computers of the libraries of the surrounding national universities to the network. The regional centers are expected to work also as a node for connecting municipal and private universities. A smaller computer is usually installed into the libraries of the universities that are not regional centers. According to the above-mentioned general plan, installation of computers into national university libraries was done during the period 1983 to 1992. In parallel to this, a digital-line network connecting cataloging terminals of branch or department libraries to the host computer in the central library was constructed in big national universities.

Table 1 shows the statistics about the number of academic libraries participating in the online shared cataloging program from 1986 to 1992. As shown there, the participating ratio reached 100% at the end of the 1992 fiscal year for the libraries of national universities and inter-university institutes. The ratio is considerably low in the cases of the libraries of municipal and private universities, it being 26% and 22%, respectively. Furthermore, if we look at their way of participating in the program, most of the private universities have been so far passive participants; in other words, they are a user of NACSIS-CAT rather than an active contributor to the formation of the Union Catalog. This is partly because many of them have developed their own local system of library automation and partly because they could not find a merit in participating in the project until the number of bibliographic records became large enough to give a high hit-rate in the online cataloging process. I think that the situation will significantly change in four or five years.

TABLE 1: Number of the academic organizations participating in the online cataloging program

	National	Municipal	Private	Inter-University Institution
1986	25	0	4	0
1987	49	0	12	0
1988	70	0	17	4
1989	82	3	36	5
1990	93	4	49	7
1991	95	9	77	10
1992	97	10	84	10
	(100%)*	(26%)*	(22%)*	(100%)*

*Ratio of participating libraries at the end of 1992 fiscal year

The Union Catalog Database of NACSIS-CAT system is composed of six files; bibliographic data of books, holding data of books, bibliographic data of serials, holding data of serials, authority data and title change map data. The number of the records in each of these files, as of March 1992, is listed in Table 2.

TABLE 2: Number of Records in the Union Catalog Database of NACSIS-CAT (March 1992)

FILE	NUMBER OF RECORDS		
	Japanese	**Western**	**Total**
Bibliographic data of books	600,553	1,198,216	1,798,749
Holding data of books	4,028,587	2,645,195	6,763,782
Bibliographic data of serials	72,914	111,431	184,345
Holding data of serials	1,496,724	905,896	2,402,620
Title change map	8,508	12,843	21,351

	Author Name Headings	Uniform Title Headings
Authority File	545,045	1,531

Possibly I should add a few comments about the above data. First, it should be mentioned that all the records concern only Japanese publications and western publications, the books and serials published in foreign languages other than American and European languages having not been contained so far in the Union Catalog Database because of the JIS character codes being used. Second, the above records are mostly concerned with the books and serials that were published after 1985. This is because the online shared cataloging program has been operated according to the following general policy determined in 1988 by the Association of National University Libraries. Namely, in the first phase of the program, each participating library should concentrate its effort to attain the goal of 100% online input for new materials, and the retrospective conversion by individual libraries should be done in the second phase, waiting for compilation of the basic bibliographic database for retrospective conversion.

Two kinds of retrospective databases are in preparation: one is the compilation of the basic bibliographic records of the Japanese books published after 1848 into JAPAN MARC by the National Diet Library (NDL), and the other is the retrospective conversion of card catalogs of the western publications in the University of Tokyo Library System, the latter being carried out under the collaboration between NACSIS and the University of Tokyo. I think that soon we shall enter into the second phase of the online shared cataloging program.

So far, the online shared cataloging program has been successfully progressed under the collaboration of the national university libraries, but there remains many things to be done in the future, among which is the development of a way to compile the data of the publications in non-western foreign languages and the retrospective conversion would be the two most important items. International collaboration about the bibliographic database would be very important also. Interconnection of the network between NACSIS and the Washington Office of NSF was formed in 1989, and it was extended further to the Library of Congress. These two places are working as the access points to NACSIS databases from the United States. For the U.K., the connection to the British Library was formed in 1990, and a pilot project of the online cataloging of Japanese publications by use of NACSIS-CAT was initiated from 1991 in several British universities, such as Cambridge, Oxford, London, and Sheffield.

Figure 1 shows the present status of the digital line network for scholarly information, "Science Information Network (SINET)," which is composed of a packet switching network having 27 nodes and "Internet Backbone" with 5 nodes. Several virtual networks are running upon the SINET packet switching network, which include the Library Computer Network, G4 FAX Network, Computer Center Network, Electronic Mail Network (SIMAIL) Medical Information Network (UMIN), and so on. Although small-scale local areas networks of various levels had been constructed and used in universities, the construction of an optical-fiber digital-line network covering the whole campus of a big university, or "campus LAN," started from 1988: Tohoku University in 1988, Kyoto University in 1989, Hokkaido University and Nagoya University in 1990, Tokyo University in 1991, and Kyushu University in 1992. "SINET Internet Backbone" was constructed in 1992 primarily to interconnect these large-scale campus LANs. In this way, the first step of constructing the infrastructure of a nationwide scholarly information flow system has been completed in these eight years, at least in regard to hardware. The next step would concern much about software.

In 1990, the Science Information Subcommittee of the Advisory Board to MONBUSHO presented a report entitled as "A Plan for Further Evolution of Scientific Information Dissemination." The following five issues were taken up in this report: (1) further improvement of SINET, (2) formation of campus LANs and interconnection between LANs, (3) promotion of database formation and increase of the accessibility of databases, (4) formation of an efficient library network, and (5) R&D of the technology related to "electronic libraries." Among these five issues, I have already described the present status of SINET and campus LAN. Thus, I will mention here a little about the matters related to the issues (3) and (4)

Let me start with databases. The formation of a nationwide science information network naturally made it possible for researchers to access easily a variety of the databases formed by the academic community. There are three types of such databases: (1) those compiled at NACSIS, (2) those compiled at universities or inter-university institutes, and (3) those compiled by individual research groups. Some examples of the database of the first two categories are listed in Table 3. The database of category (1) are widely open for the academic community and are accessible by the NACSIS-CAT service. The databases of category (2) are not on NACSIS-IR service but are accessible through some networks running on SINET. On the other hand, accessibility is quite low in the case of the databases of category (3), which have been made by small groups of researchers belonging to universities or academic research institutes for their own research purposes. MONBUSHO has been providing financial support to the formation of such databases though its "Grant-in-Aid for Scientific Research." Usually these databases are not widely open, although there are a number of databases of great value for a wider community. Thus it was considered necessary to develop some appropriate way to make those databases accessible also through the network. Recently, it was decided that NACSIS will take some responsibility for making those databases accessible.

TABLE 3: Examples of the databases compiled at NACSIS and those compiled at national universities

(1) Databases compiled at NACSIS
Union Catalog Databases
Database of Grant-in-Aid Scientific Research
Dissertation Index
Database Directory
Full-text Database of Japanese Chemical Journals
Full-text Database of Japanese Journals of Electronics
Database of Japanese Scientific Researches
Database of the Abstracts of National Symposium
(electrical engineering, information processing and control, and other fields)

(2) Databases compiled at National Universities and Inter-University Institutes
Bibliographic Database of ORIENTAL Studies (Kyoto University)
Union Catalog Database of Japanese Old Books (National Institute of Japanese Literatures)
Database of Pedagogic Study Literatures (Gifu University)
Database of Multinational Corporations (Kobe University)
Long-term Statistical Database of Economy (Hitotubashi University)
Database of Research Papers in Japanese Literatures (National Institute of Japanese Literatures)
Structural Database of Protein (Osaka University)
Bibliographic Database on Quantum Chemistry (IMS)
Database of Materials on Earth and Planets (University of Tokyo)
General Database of Polymer Characteristics (Tsukuba University)
DNA Database (National Institute of Genetics)

ILL service among university libraries has been rapidly expanding in these four or five years as a result of the construction of library computer network and the formation of Union Catalog Database. In 1988, the Association of National University Libraries formed a working group to investigate a desirable specification of the ILL system to be incorporated into the NACSIS-CAT System. The conclusion was submitted to NACSIS and the system development according to this specification was done by NACSIS. The operation of this newly developed ILL system (NACSIS-ILL) was initiated in 1992. In this system, the university that is most suitable for providing the requested material or its copy is automatically selected to transmit the request. If the request is a copy of a document, the copy will be sent to the requesting library through G4 FAX Network. We are expecting that this ILL system will greatly contribute to expanding ILL service. The libraries that have been assigned as a foreign periodicals center will play a more and more important role in providing copies from foreign scientific journals. The system of "Foreign Periodicals Center" started form 1985 to achieve a systematic collection of foreign scientific periodicals. Several university libraries were assigned to be the main center or sub-center for a specified field. A special fund has been provided from MONBUSHO to those libraries to collect foreign scientific journals of rare use, in addition to the so-called "core journals" that they formerly collected. The names of the libraries assigned as foreign periodicals centers and the title number of foreign periodicals that were bought by each of them in 1992 are listed in Table 4.

TABEL 4: Foreign Periodicals Centers

Medicine and Biology	
Osaka University Life Sciences Library*	4,223 titles
Tohoku University Medical Library	1,034
Kyushu University Medical Library	924
Natural Science and Engineering	
Tokyo Institute Technical Library*	4,086
Kagoshima University Library	979
Agriculture	
University of Tokyo Agriculture Library*	1,418
Kagoshima University Library	922
Humanities and Social Sciences	
Hitotubashi University Library*	3,154
Kobe University Library	2,217
TOTAL	18,967 titles

*Main Center. Others are sub-centers

So far, I have described the present status of Japanese academic libraries focusing upon the matters directly related to the library network. Naturally, a significant change has taken place or is expected to occur within individual university libraries to correspond to the new environment surrounding academic libraries. Online information retrieval service and CD-ROM service are now provided in many university libraries. Probably every library has to deal more and more with information compiled in the forms other than printed material. In fact, effort to correspond to this multi-media environment is going on in a number of Japanese university libraries. For example, at the Shonan/Fujisawa campus of Keio University, one of the largest private universities, has introduced an entirely new system called "Media Center," which involves functions as a library computer center, and audio-visual studio. This would be a challenge for the new environment.

At this moment, it is hard to tell anything definite about the future prospect of Japanese academic libraries, but I believe that the most important issue for the future of university libraries is the question about the role of libraries in the scholarly information flow system in a highly computerized university campus equipped with a campus-wide information network. Libraries and computer centers would be key organizations in forming such an information network. But it is not yet clear what kinds of roles should be shared between libraries and computer centers in order to create an efficient information system. This will inevitably require a significant change in the organization and management of university library systems and, at the same time, a marked change is expected to take place also as regards the knowledge and experience required from librarians. Discussion about the future of academic libraries has been initiated in Japan in these two or three years in various organizations. During the last year, the Science Information Subcommittee of the Advisory Board to MONBUSHO also started to discuss those matters, looking for a vision of the university libraries in the twenty-first century, the report of which is expected to come come out within this fiscal year.

MR. HAAK: It is my pleasure to present the final speaker on this panel to you: Mr. Ke Hong Park. He is the Librarian for the Korean Institute of Science and Technology in Seoul, Korea. He has served as its director since 1967. I don't think any of us have been directors since 1967. He is currently the President of the Korean Library Association, is a vice chairman of the Board for Library Development in the Ministry of Culture, and he serves as a member of the Board of Trustees for the Korean Research Center. He earned his Masters of Philosophy and Masters of Library Science degrees at Yongsei University. Today Mr. Park will provide a brief survey of the activities of research libraries in Korea with a special emphasis on automation and networking. Please welcome Mr. Park.

MR. PARK: Thank you, Mr. Haak. And thank you for choosing me. Your kind invitation, the ARL's invitation extended to me to come here to speak a few words. In Korea the fourth king of the Yi Dynasty reigned about 500 years ago, worked very hard day and night, resulting in his invention of Hangul as day-time work, and as a result of night-time work, he reared 27 princes and princesses. While modern Koreans, in concerted effort, invented Koglish, that is Korean-invented English — and I'll be speaking strictly in Koglish, so I wish you all good luck to understand me. I have brought you four pages of statistics and some notes. I saw copies of it still left at the front desk, so those who have not picked them up yet, please try to get one copy on your way out. Not much in there, but, you see, when you are talking about research and academic libraries and major libraries, etc., you are talking about a tiger riding a horse as Mrs. Furuya explained yesterday. But when I talk about academic and research libraries in Korea, I'm talking about a rabbit riding a sea turtle.

Well, you can all see the numbers of libraries, university libraries, public libraries, and so forth, here. So I am not going through all these statistics, but I would like to briefly mention the nature of university libraries — I mean major university libraries — and major research libraries. When I say university libraries, I mean academic and research libraries to which you refer. And when I say research libraries, I'm talking about special subject-oriented libraries that belong to research institutes, supporting only those people who are engaged in scientific or economic research.

Well, also like all good bureaucratics, I faked some numbers there. In major libraries, I put it 26 but I will say half of it could be regarded major libraries. If I don't give you this number, 26, they will hang me when I go back. So, please understand me, I said 26. You heard 16. We have about same number of research libraries. When I say research libraries, it's mostly in science and technology. And let's see, one or two in economics. One is what you call national economics, and the other devoted on the economic area studies outside of Korea. And then one more research institute in education. That's about three major research institutes besides science and technology.

We have 17 government-supported research institutes; and then about same number of individual industry-hosted research institutes gathered in Science Town — it's located about 100 miles south of Seoul. Korea is run not by the president, but five networks. The first one you can see on page 2. The public administration network links all the government offices, so if you need a passport you go to your local district office, and then they will send you a good passport. The defense network is concerned with armed forces. The finance network links all the banks and banking and financing institutes. The fourth is education and R&D. The government says this is a government network. It's strictly for those people concerned within. The true public net could be that DACOM net and KTT net, and for the library network, the National Central Library is planning one and the national university library is planning the other. The R&D net is already there. We have backbones linking five cities in South Korea, regional centers, and there are about 17 locally made databases accessible to the public through this R&D net. And those various stages are phase one and phase two. So when they are in phase two, that means it's for the public to access, dial up, etc.

I didn't mention the fifth basic net, which is the police and intelligence net.

Well, then, let's move on to the resources. There you see lots of circles and x's that show fitness of resources. Oh, there is one mistake, page 3, area studies, "Africa"; this shows how I am mistrusted by my secretary. I corrected the original, but she went back to the transcript. Well, as to the recent development in Korea, as all the good librarians do, who have been hiding behind somebody's skirt, never tried the library automation, until 1975 when we first started it. Many of you were doing it in the '50s and even '60s, when it was a great passion in the U.S. But we were somewhat hesitant, we were just waiting until you people became quite successful. We wouldn't even touch automation with a six-foot pole, but finally it caught on. The Korean librarians caught the fever, and since the 1980s, many libraries started working on library automation. If you go back to page one, you can see automation on the far right, the mainframe, so many, and then the PC systems — that is, the PC environment — I think the three numbers are the symbol of very small PCs, but the numbers in the parentheses plural the PCs environ systems at least to three functions or more.

By holding this meeting in Hawaii, you've clearly shown that you are interested in the Pacific Rim. Where we try to gauge American libraries to see what we urgently needed on the parties in the East, or Asia, but there was a great shortage of information. We suffered for fifty years because Korean libraries in the 1950s were in a period of devastation because of the Korean War and all that. In the '60s, we were scraping together and sorting out whatever was left over from the war's devastation. Then, as the Korean economy grew, the libraries grew along with the economic situation in the '70s and '80s. During these '70s and '80s, most university libraries began to build new and bigger library buildings. And since 1985, they started to fill up the library buildings with people and books. And they are talking about linking each other in order to help each other out, because whenever we need something now, through the Internet, we can search almost any database anywhere that is open to the public. And we know what kind of information is available and from where; however, that was not enough. Today most of the research institutes in Korea have about two dozen CDs of databases, and it's very handy for the researchers to identify the information they need. However, to get the original information on hand is another matter. I have tried your Library of Congress, JICST, and BLDSC. BLDSC was the fastest service, next JICST, but from the Library of Congress, I could hardly get anything. So the documents took months and months. Mr. Kuroda was talking about NACSIS, but JICST is the science information center that takes 50 days to find a journal, make a copy, and send it to us. So far, we are short of regional information sources for 45 years and then now I can rest or retire first, retire and rest because we just started science information center just last month.

In this relaxed atmosphere, it's very important that we should talk about basic policy and library philosophies. So whenever we talk cooperation, international cooperation, the talking and discussions should produce something. So what I propose is that, should the U.S. need any information or like to keep up information, then they should have some kind of agreement with the national library associations or the national libraries in the Pacific Rim. I know that when the national assembly library has an agreement with your Library of Congress, they exchange not only the information and publications, they also exchange staff. This I think we, with the ARL, could do through an international cooperation program.

The U.S. government had an expert exchange program a long time ago from which I benefitted in 1961 and '62; that's how I was riding first class on an airplane all the way to Washington, D.C., and back. They stopped it in 1963. And then they contacted the Fulbright Commission so that anyone who was interested in visiting the U.S. or visiting Korea sort of waved around and contacted the Fulbright Commission, and they arranged the exchange. I met a few scholars from U.S. institutions who visited Korea. One spent 11 months at one of the universities in Seoul to help advise on library automation. The day before he left Seoul, he asked for a meeting with the library staff and the advisory committee. He left one page — one sheet of paper — indicating author, title, publisher, date, whatever, whatever, whatever. If you put these into the computer, you have your library automation. And then he went back to the U.S. I don't mean this kind of cooperation.

Let's do some sort of exchange programs — personnel exchanges, etc. — that are filtered through the library associations. And also, we could think about shared cataloging across the Pacific and joint construction of databases. It's not that I am distrusting you people, but there is always some information that is very important to the researchers. So if, let's say, if one built one database, that is one kind of database. If three guys get together and build one database, that is much, much better than one kind of database.

Lastly, I should emphasize the effort of cooperation in technical programs, when we were talking about the national MARCs yesterday, U.S. has LC MARC, Japan has Japan MARC, China MARC and Korea MARC, etc., etc.

I don't know anything about Southeast Asia, so let's talk about Northeast Asia. There are already three MARCs. I used to push for the Asia MARC, then people started to back off. I hosted two meetings, but the third one didn't come off so I gave up. So what we can do is let's try to put some pressure on your Library of Congress or the National Assembly Library or national central library in Korea, Taipei, or Beijing. They are the ones who stick to their own systems, which is a case of stubbornness and which is very inconvenient because there should be a uniform way to solve the problem, and they are the ones who should solve the complicated problems that we face instead of throwing that hot potato to us. We should throw this hot potato back to their hands. There we can apply some concerted effort, giving the pressure back to these national authorities who control the MARCs. Then, our job, daily job at least, would be much, much easier. Thank you.

MR. HAAK: I think we wanted this program to challenge us to think about what the new agenda would be for the '90s, and I want to thank Mr. Park here for making his suggestions from his perspective.

PROGRAM SESSION V

DIVERSIFYING THE UNIVERSITY IN A DIVERSE CULTURE

OPENING REMARKS

Susan K. Nutter
ARL President

MS. NUTTER: It's nice to be back in this room with you, our members. I have to say that this morning, when I looked out at all of you, I was struck with what I thought was a change in the membership composition, because I didn't see any men in suits. And I just want to note that it's refreshing to see you in casual clothes. It makes, I think, for a much more friendly group. I appreciate an expression of your personalities through your clothes and would like to encourage more of this in the future.

I went into my room at lunch and looked out on the beach. The thought of having to keep you in the business meeting for any length of time seemed daunting. I've also received a number of comments from you asking how long the meeting would be. The business meeting is going to be short. Duane and I, after we heard all those comments, agreed to keep our reports very brief, and since the success of the Association is really dependent upon your involvement and interactions, I'll let you decide to what extent you would like to raise other topics of interest and concern. And so we'll all work together. I'll stay as long as you want; Duane will stay as long as you want.

The President's Report, with which I'll begin, is going to be brief. I'll start with the report on the actions and discussions from Tuesday's board meeting. I'll follow with plans for the fall meeting, and I'll close with just a few of my remarks on the state of the Association.

In its meeting on Tuesday, the Board discussed a number of issues that I think may be of immediate interest to you. First, we received an important report of recommendations from the ARL Work Group on Minority Recruitment Initiatives and spent at least a good hour discussing those recommendations. The Board members were unanimous in agreeing that this issue is of paramount importance to the Association and that action cannot be delayed. Therefore, I'd like to ask the chair of the work group, George Shipman from the University of Oregon, to say a few words about the report and to let the membership know what it can expect in the near future.

REPORT FROM THE WORK GROUP ON MINORITY RECRUITMENT INITIATIVES

George Shipman
University of Oregon

MR. SHIPMAN: Thank you.

Over the past four years, the Association has actively pursued issues relating to the representations of minorities in research libraries. As the Office of Management Services developed its diversity project, ARL directors served in an advisory capacity to assist in the identification of issues and needs. The Task Force on Minority Recruitment was created to examine concerns related to recruitment and retention of underrepresented minorities following membership discussion of the need to address these concerns within ARL libraries. ARL member institutions have engaged in four years of active exploration, self-examination, and association education of these issues. We have made these concerns a more visible and substantive part of ARL publications and of ARL programs through the fine work of Kriza Jennings, our OMS Diversity Consultant, and the participation of our directors. We have incorporated issues of diversity of minority recruitment into member and Association consciousness and into Association business.

At its winter meeting, the ARL board appointed Meredith Butler, Hiram Davis, and yours truly to a working group to develop a proposal for an ARL scholarship program for persons of color. That working group employed the services of Kriza Jennings and Gloria DeSole, Special Assistant to the President of the State University of New York at Albany, in its deliberations. A proposal was quickly generated but requires additional work before fullest consideration is possible. The preliminary package was discussed on Tuesday by the Board. The discussion brought home to the Board some of the detail and complexity of this multifaceted set of issues. This led to a reinforcement of Board resolve to deal directly with the issues facing the Association and its member libraries, who unanimously resolved to take steps to sustain ARL initiatives in affirmative action by determining the resources necessary to deal with issues relating to the representation of minorities in research libraries, including recruitment strategies, such as scholarships, partnerships with library schools, etc. The result of that endeavor will be discussed by the Board at the July 12 meeting. Thank you.

MS. NUTTER: Thank you, George, and we will work with George at the summer meeting of the Board to put together a report for you, including a set of recommendations for your full consideration at the fall meeting. Now, you may have questions for George or members of the Working Group or comments, and I'd welcome any. O.K. You'll hear more about this, then, at the fall meeting.

ACCESS COMMITTEE REPORT

Shirley Baker
Washington University

Winston Tabb
Library of Congress

MS. BAKER: Last November, all of you got in the mail a copy of this White Paper, "Maximizing Access, Minimizing Cost: A First Step Toward the Information Access Future." Since then, the subcommittee of the Access Committee has been quite busy working on the issues raised in that paper We have taken the paper "on the road," particularly to ARL in mid-winter, met with various groups to some standing-room-only audiences, met with some vendors, specially OCLC and RLG, and have spoken at some state library meetings. The reception has, on the whole, been quite enthusiastic, and there is a tremendous amount of interest both in the research library community and outside the research library community in the particular issues that were raised of how to move toward an ideal system that will get us closer to the blue-sky future that we all hope we will actually live to see someday.

The next step that was recommended by the subcommittee and affirmed by the Access Committee at this meeting was that we will hold a meeting in New Orleans on June 24 — we think in the afternoon — to which we will invite interested librarians and vendors to come and talk and to look at a set of rough specifications for the parts of the ideal system with the goal that individual vendors or others might be interested in signing on or developing parts of the system.

Now, this is going to require a lot of preparation, and the only reason we're going to be able to prepare adequately is because Mary Jackson has come to ARL as a visiting program officer, starting this week, and she will be with ARL for the next eight months. I want to thank, I think for all of us, both ARL for arranging it, and Penn and Paul Mosher for supporting her leave and allowing her to go. Mary knows just about everything there is to know about interlibrary loans. She's been the head of Interlibrary Loan at Penn for a decade and more; she has either chaired or served on every major regional, national, and some international committees on interlibrary loan. She does a lot of consulting; has a lot of knowledge. I think we should welcome Mary as a visiting program officer. Mary, would you stand up? (applause) If my experience is any predictor, I think you will find working with her easy and incredibly productive.

The subcommittee and the Access Committee in general will be advising Mary over these coming months. We have talked about how to get her some advice; director-level advice is very useful, but a practitioner-level advice is also critical. And we are planning to put together a sort of "kitchen cabinet" of people from the library community, from the research library community, but also perhaps interested people from the outside, from the public libraries, who would communicate with Mary by e-mail, share information, comment, and give her some valuable input. If any of you know anybody you would like to have work in that role, please contact Mary, Jaia Barrett, or myself, and we will be in contact with them. And remember the Conference for Vendors and Libraries on June 24 at ALA — you'll hear more about that. Thank you.

MS. NUTTER: Thank you, Shirley. And Mary, you couldn't come at a better time for us. Are there any questions or comments for Shirley?

The Board also discussed the recent decision by the Library of Congress — this is a decision due to budget reductions — to cease lending to international libraries immediately and to discontinue the provision of complimentary photocopies for international borrowers. And, of course, this decision will have a significant impact on ARL's Canadian members. The board asked three committees, including the Access Committee, to discuss this decision, and I'd like to ask Winston Tabb of the Library of Congress to comment on that discussion.

MR. TABB: I'm Winston Tabb of the Library of Congress. I'd like to be as brief as you wanted us to and say, "I'm sorry," and sit down, but I think that probably won't work, given the amount of conversation I have heard at this meeting about the Library's decision to suspend the lending of books to foreign libraries. I need to make two points about it: One is that I do regret the policy very much as the former Chief of the Loan Division and the current Secretary of the Interlending and Document Delivery Section, I do understand what the issues are, and it makes a very awkward time. On the very same day, I think, when we suspended this international lending, we were able to mount all of our library files in the Internet, so it seems particularly ironic that at the very time we are making people aware of resources we have, that there are a number of people who will not be as readily able to get them. So I really am very sorry about this.

The second point is probably the more important one, and that is, I see no possibility of reverting to the earlier arrangement. Given what we've heard about the decreasing resources already and the fact that it's going to be much worse next year — we already know because our Senate officers have told us this — I see no possibility that we could again restore international lending without being able to charge fees for it. However, the good news is that, with the kind of conversations I have had here and the cooperation that I see among my colleagues, we have several possibilities for ways of restoring the service without having to do a drain against the Library's appropriation.

I don't know which of these ideas will work — maybe all of them will, maybe none of them will — but some of the things that I think seem most promising are the possibilities that, for the very short run, we might be able to take advantage of the U.S. mail drops that some of the Canadian libraries have and declare them to be U.S. users of the Library for that purpose. Even more exciting, I think, is that Don Simpson has said that there may be a possibility that we could use the Center for Research Libraries as a contractor; that we might be able to have the Center hire someone who would actually come in and do the work that would enable us to make the foreign loans, and the necessary charges might be billed to the Center. Now, Don, of course, needs to speak with his board; I would have to talk to people at the Library about this, but that at least is a possibility.

One of the other things that has occurred to me since I've been here — and I will check immediately upon returning to the Library — is the possibility that we might be able really to stretch the definition of what is possible to do through the Library's photoduplication service and to use that, not only to make photocopies of items from the collections, but actually to be lending items. That is already an established fee service, and it might be possible we could use it for this purpose.

So those are at least three possibilities that I see. We'll look into them in as much detail as we can, as quickly we can. It seems possible, though I haven't talked with every one of you yet. There may be some other ideas that you would like to share with me, either now, preferably later, or maybe even in writing, so we can really be sure that we are able to provide the service we would like to do, but also not to drain on resources that we simply do not any longer have and are not ever likely to have again. Thank you.

MS. NUTTER: Thank you, Winston. We really appreciate your responsiveness. Any comments for Winston at this point? Any other comments on the LC decision? Shirley ...

MS. BAKER: Well, I'm not responding officially for the Access Committee, but I'll respond for myself, just to say I'm glad to see the efforts that are being made to find a way out of what is really an unfortunate situation, and I applaud the Library of Congress's efforts in that and everyone else here, including the Center.

MS. NUTTER: Thank you, and anyone else? And Don Simpson, thank you very much.

PRESIDENT'S REPORT

Susan K. Nutter
ARL President

MS. NUTTER: The ARL directors' discussion list was also a topic on our agenda, and the popularity and enormous success of this list have contributed to a significant increase in the volume of messages. And the Board has debated, at the request of several directors, whether the time has come to refine or manage the list-serve. We concluded that we need a little more time, a little more experience, as well as more information before making that decision, and we are going to do the following in the meantime. We will be conducting a survey on members' perspectives, we'll be asking SPEC Services to analyze the survey component of the list, and we will periodically repost the guidelines for the list. Then we'll get back to you as we gather that information and have a little more experience. I don't know if any of you want to add anything to that or make any kind of comment about that. I know some of you have been concerned. Thank you.

The move to the new ARL quarters was also reviewed by the board, and I am very pleased to report that the move went exceedingly well, with almost no disruption in either functionality or productivity, and for that, the staff has our appreciation and admiration. From all reports, the move has resulted in an increase in productivity and effectiveness, and ARL can really function now as an association with improved meeting workshops and conference space. Despite the fact that the staff members all have smaller offices, Board members have heard only expressions of pleasure and delight. And I find this very unusual. I think any one of us who has been involved in a move — even a move to new library quarters — would find this unusual, and we appreciate it. We are very pleased. We look forward to hosting a reception at the new quarters at the fall meeting, so you'll all have an opportunity to enjoy them as well. We hear great reports.

Other important topics that we addressed at the meeting included the AAU Research Library Project, the *Texaco amicus* brief, federal legislation, and the evaluation of the Coalition for Networked Information. In the interest of time, Duane will cover these in his Executive Director's Report.

Let me fill you in on plans for the fall meeting. Plans are well in hand — and when I say that, I'm referring to Prue Adler's capable hands — and let me provide you with a brief overview for that meeting. The theme of the meeting will be "Advancing the Information Infrastructure." We have chosen this topic because, as active players in the transformation of the scholarly communication process, we have become more and more aware of the importance of information policy at the campus level, as well as at the state, regional, or provincial level, and at the national and international level. This meeting will be an opportunity to explore the changing information policy environment and landscape in North America and allow us to consider what these changes may mean for research libraries. It is also an opportunity to gain an appreciation for the vast array of new players and partners in this changing environment and to continue the fall of '92 discussions on copyright and intellectual property issues from this new information infrastructure context.

The recent issue of the ARL newsletter is the first of several pieces that ARL will be sending to you on these issues. Other papers, including the ARL testimony on digital libraries, will provide background information in support and anticipation of the fall discussions. Prue and I have just begun to draw up a list of potential sessions and speakers, and we would welcome hearing your ideas. If you have suggestions as to either of those, please speak to one of us, drop us a note, or send us a message on the directors' list, but get back to us. It would be very helpful.

In closing my brief report, I just feel the need to comment on my perspective of the state of the Association. I admit here that I am a fairly new member, but I'm struck by the vitality of the Association, the level of activity within and by the Association, its members, and its staff, the leadership of ARL on issues of importance to the future of research libraries, and also what I see as an excellent return on our investment in the organization. To support my case, I note the following recent activities in these areas — intellectual property rights, including the *Texaco amicus* brief, STI initiatives, the Office of Academic and Scientific Publishing, CNI, foreign acquisitions, the Mellon study, efforts to integrate the electronic environment and our role in it, and involvement in the ARL governance structure. And when I say that, I'm referring to the fact that more than 100 of you now serve on committees and working groups, and more than 80 directors responded to a call for action on HEA funding, despite the fact that that is just a U.S. concern, and efforts to influence national informational policy. I attribute this unusual vitality and leadership to an extraordinary partnership between members of the Association and the staff of the Association, and I note here that we have a very gifted and talented staff. I also note that this Association, its members, and its staff are the best that I have ever worked with. You all make the job of president an easy and pleasant task, and for that, I thank you very much. Now, you'll hear from your Executive Director.

EXECUTIVE DIRECTOR'S REPORT

Duane E. Webster
ARL Executive Director

MR. WEBSTER: Thank you, Susan. It has been a very productive six months since we've last been together. I will start my report by publicly acknowledging the terrific job being done by the staff. They managed very demanding portfolios while moving to new space and starting a number of new initiatives — preparing the *Texaco amicus* brief, publishing the Mellon study, and establishing the AAU project. I would like to salute their very fine efforts.

We provided you with a detailed report on staff activities as part of the materials sent to you in advance of this meeting. I hope you will look at that report. We try to be as transparent an organization as is possible. We don't want to overload you with information, but we do want to be sure that you understand what we are doing.

I will highlight today several of our most important current projects. There are a number of things that are rapidly changing, and perhaps you have questions we could respond to more fully.

First, the *Texaco* case. We have reported to you that the Board has encouraged us to take a leadership role in putting together a group of organizations to file an *amicus* brief to support the appeal of the court decision. The brief reaffirms certain fair use rights permitted to scholars and researchers in the conduct of research and education. ARL's partners in this legal effort have included five other library associations, five of our member libraries, three universities, and two associations representing scholars. I think it's particularly important that we attract the interest of the scholars on this set of issues. The American Council of Learned Societies and the National Humanities Alliance both joined with us in supporting and sponsoring this brief and, in the process of doing that, have brought to the attention of their members the attack that is being launched on fair use rights, both through litigation, such as the *Kinkos* case and the *Texaco* case, but also the increasing attention publishers are paying to legislative methods for gaining greater control over the intellectual property that they are working with. I thank you for your efforts in supporting and securing the support of your institutions and cosponsoring that brief. I can't overemphasize the importance of a collective action in signalling the determination of the scholarly community to protect fair use rights.

The brief was accepted by the Court following contention by the lawyers for the plaintiff that we were unduly trying to influence the Court on a matter that did not relate to our interests. There is no deadline for the Court's rule, but we are looking for a decision rather shortly. Copyright has been a long-standing issue of importance to the Association. ARL was one of the leadership groups influencing the framing of the Copyright Law of 1976. As you know, the fall membership meeting addressed a set of issues on fair use. The discussions last fall have prompted us to review the agenda of actions related to intellectual property. A considerable amount of attention will be addressed to these issues over the next several years.

The second project I want to highlight is the AAU project. The March ARL newsletter has the best and most up-to-date review of activities in this area. I simply want to add my observations based on a meeting of the AAU President's Steering Committee last week. The presidents are very much interested in this set of issues. We have their attention. All of the members of the AAU Presidential Steering Committee were present for the meeting; in fact, additional presidents — Neil Rubenstein from Harvard, Bob Burdell from Texas — sat in on the meeting because of their interest in this project. It's apparent that they are paying attention, and they are reading the materials that we're providing them. This is an extraordinary opportunity to educate, inform, and encourage them to move forward on that set of concerns.

The second observation I note from that meeting is that the presidents are very pleased with the positive reaction they are getting from their several constituencies with their involvement with this issue. Mrs. Hannah Gray, who is chair of the committee, noted that this is one of those rare occasions where they don't even have to do anything; they simply announce that they are interested, and they get a very positive response from their community.

We plan a preliminary report at the AAU and ARL meetings this fall. The final report is expected in the spring of next year.

The AAU President's Steering Committee expressed an interest at this last meeting in adding several more faculty to the three task forces, and I'd like to ask for your help in doing that. There are three task forces: one on science and technical information, one on foreign acquisitions, and one on the management of intellectual property within the university environment. They are looking for one or more additional faculty for each of those task forces. Clearly, one way we can influence the course of the project is by bringing names forward from our community of people that we know are leaders, are informed, and are sympathetic and could contribute in this type of setting. So we seek your suggestions in that regard.

The third project I want to mention is the statistics and management effort. As you recall the membership voted support for an expanded statistics measurement program at the fall meeting. We have been hard at work, defining this new position and program and recruiting for the position. We have been incredibly lucky to have Nicky Daval return to the Association and help us through this transition year. She, in combination with Kendon Stubbs and Gordon Fretwell, has assured the survey and production schedules for the annual statistics and the salary survey and has assisted us with the definition of the job posting. We expect to fill the program position by the end of summer and ask your help in identifying good people whom we ought to add to the pool.

I sent you a package recently describing the position and providing the background on how we've developed this expanded program. We are really looking for someone who brings a combination of knowledge and experience in research libraries with a set of statistical, analytical, or institutional research skills that would enhance the talent and skills we have available in the office already. I found that in the past we have had the most success in filling key spots when you have suggested people to us. So I hope you will look around your institution, both in the library and maybe elsewhere within the university, to identify people whom we should add to our pool.

Defining and measuring value-added contributions of the research library is of central importance in this period of budgetary pressure and movement to electronic services. The expansion of the statistics and measurement program to develop better measures of effectiveness is one of several ARL efforts to support your campus-based responses to budget and performance pressures.

I also want to highlight our federal legislative initiatives and encourage your continued involvement in these efforts. Funding for national library programs is vulnerable. We have a new presidential administration, a new Congress, a new budgetary climate, several new department heads, and even some shift in emphasis as to which departments are most important to the future of library funding. This is a very turbulent period. Certainly when we find our friends in the White House coming forth with an executive branch budget that zeroes out library programs in the Higher Education Act, we've got to be concerned. We need the support of the membership in going to Congress. So I encourage you to support Prue Adler when she brings forth her request for help, and I am pleased to report the very positive response that you've provided on signing up and supporting the Congressman Kildee letter. Prue was telling me just before this meeting that we have more than 80 signatories on that letter, and that is directly a result of your help and your energy. I can't underscore too much the importance of your help in exercising influence in this area.

The next topic I want to touch on very briefly is the Coalition for Networked Information. The Coalition is enjoying considerable success under the leadership of Paul Peters. The membership of the CNI Task Force is now 185 institutions, including 70 ARL institutions. Over the last several months, an assessment of CNI's first three years has been conducted. This assessment has involved the boards of the three sponsoring organizations, the steering committee for the Coalition, and the various participants in the CNI Task Force and working groups. This review is nearing completion, and we see that there are really going to be three core conclusions. First, the Coalition should continue, based on CNI's success in bringing together the three communities to promote the use of networked information. This success should be built on for another three-year cycle of operation. Secondly, it is apparent that the CNI's agenda should be focused on a somewhat shorter array of priorities. It is very important that this agenda is determined by the sponsoring associations through the steering committee and that CNI efforts to extend and strengthen the policies of the sponsors be an integral part of its operating method. Third, it's apparent that efforts must be made to husband resources, not only financial resources but people resources. So there is going to be an effort to build a reserve of operating funds, and we are going to move to combine the CNI Task Force meetings with other regularly scheduled meetings of the sponsoring organizations — in particular, the CAUSE and EDUCOM meetings in the fall — as a way of reducing the burden on people who participate on these task forces; particularly, the burden on their travel schedules.

Let me pause on this area — on the Coalition — to see if there are questions or comments. Paul is here to respond to any concerns you might have or requests for clarification or elaboration.

The final topic I want to cover relates to several administrative items. Financially, the Association completed '92 with a balanced budget and a small surplus — a surplus of $6,800 — on total expenditures of roughly $2.7 million. This is the fourth consecutive year of balanced budgets, and the full audited financial report will be published as a part of the minutes for this meeting.

In terms of staff developments, I would like to introduce a new staff person that you've probably seen helping make this meeting a success. We have a new office manager and meeting planner who has stepped into the shoes filled previously by Gary Dikeos. Our new person is Mary Jane Brooks. Mary Jane is really a delight, and we are pleased that she's here. She has both a lot of good ideas and good skills, but has a very delightful style and a way of getting things done under pressure that is really most appreciated.

I also want to acknowledge several honors that have been extended to one of our staff, Ann Okerson, who has been named Serials Librarian of the Year for 1993, receiving the ALA's Bowker Award. She has also been awarded the 1993 ALA Blackwell North American Award for the best published article on library collections and acquisitions. Congratulations, Ann. (applause)

Both of these awards are scheduled to be presented at ALA in New Orleans, and Ann would love to have you present at those ceremonies. Ann is also going to be the first visiting scholar in the University of Virginia Library Electronic Text Center. She will spend August in Charlottesville in preparation for a project on library services of the twenty-first century.

I also want to say just a few words about our new building. The staff are delighted to be in the new space, and it's a place that's really added a lot of functionality to our lives. It is also a delightful place to live and work in. We have a glass atrium in the center of the building, plus a lot of window space around the perimeter, that makes the entire floor very light and airy. And since we spend so much time there, it's nice to have it be as warm and hospitable an environment as it is. But most important, and the thing that we're very pleased with, is the fact that we now have an extraordinary meeting and conference space available to us. It's really the key part of the floor; it overlooks Dupont Circle, and from the eighth floor there are lovely vistas to the north along New Hampshire and Connecticut Avenues.

The space is attracting, as we hoped it would, the interest of a number of higher education association groups, and we are becoming a crossroads for the higher education crowd to do important business within the hospitality and under the auspices of the Association. We think it's an excellent opportunity to attract people to our facility, and in turn, for them to become better acquainted with what ARL is and is trying to be.

I would like to say that we are now able to invite you when you visit Washington and need a place to work, to make phone calls, or to arrange a meeting. We are prepared to support you, when you come to Washington, in that way. So I would invite you, when you next visit

Washington, to come by and get a tour of the offices. And if you need a place to work or a place to meet, with sufficient advance notice, we would like to be that place for you to work and meet.

I also would like to say also that we're following Norm Stevens' tradition of building collections. We're trying to build a collection of member library posters and coffee mugs. We've got a hallway where we are framing and posting member library posters as a way of characterizing who makes up the Association of Research Libraries, for visitors in the conference room. And, of course, when you come, we would love to be able to serve you coffee or your favorite beverage in a mug from your institution. So this is a plea for free mugs and free posters, and we'll trade you posters.

In closing, I want to say that we are very active. We are trying to be influential. Crucial in this active posture is an informed, involved, and committed membership, and that is what we have always found. When we've turned to you for help, you're there. Each of the committees has proven to be very responsive to an expanded agenda of issues. The Board has been successful in assuring that we focus on the few issues, being selective in the array of issues that are available to us to work on, and making sure that we focus on those that are most important. I'm very pleased to say, as Susan has noted already, that the partnership of a talented and active staff with an informed and committed membership is working well for the interest of research libraries. Thank you.

MS. NUTTER: Thank you, Duane. Any questions or comments to Duane about his report? I promised you an opportunity to raise questions about Association matters of professional concerns, so the mike is open, and all we ask is that you come to the microphone to make those.

As I close this meeting, I want to thank all of you for your attendance. May is a tough month for all of us to get away, particularly due to the fact that our budgets are coming down, which is probably the right word, and that many of us have graduations at this time of year. But I want to note, as a representative of an East Coast member institution, I give special thanks to those of you from the West Coast, who, in order to attend half of our ARL meetings, endure a very long trip against the clock. That means more to me now than it ever did before. But I'm especially moved by the fact, John Haak, that you are always present at ARL meetings. We now know what that requires from you, and we're especially grateful to you for that. Without you, we would not be here in this wonderful location. And I think somehow, Duane, the vistas of New Hampshire and Connecticut Avenues aren't going to be quite as special after this experience.

I look forward to greeting you at the reception. It's going to be special. The meeting is adjourned.

PROGRAM SESSION IV

ACADEMIC AND RESEARCH LIBRARIES IN AUSTRALIA, JAPAN, AND KOREA

ACADEMIC AND RESEARCH LIBRARIES IN AUSTRALIA, JAPAN, AND KOREA

John Haak, Convener
University of Hawaii

Panel:

Warren Horton
National Library of Australia

Haruo Kuroda
University of Tokyo

Ke Hong Park
Korea Institute of Science and Technology

MR. HAAK: This morning's first session will focus on academic and research libraries in Australia, Japan, and Korea. What does the Asian and Pacific academic library information world look like from a perspective other than the one originating from North America? It is the intent of this session to help us see things from a different direction. To enable us, perhaps, to discover ways in which in our libraries can extend and utilize our new telecommunications networking capabilities to foster productive, collaborative relationships with academic libraries and institutions throughout the Asian and Pacific region.

This morning it is my genuine pleasure to introduce to you our distinguished panelists, who have through considerable personal effort come here to participate in our conference. As we have reached out, so have they from Australia, Japan, and Korea. Our first speaker is Warren Horton, who has served as Director-General for the National Library of Australia since July 1985. Prior to coming to the National Library, he held the post of State Librarian of Victoria from 1981 to 1985. Mr. Horton is active in both the national and international levels of librarianship. He served as President of the Australian Library and Information Association in 1984, and the distinction of Fellow of the Association was conferred upon him in 1985. In 1988 the Association presented him with the HCL Anderson Award, the highest professional honor that can be awarded to an Australian librarian. In August 1991 he became the first Australian ever elected to the Executive Board of IFLA, the International Federation of Library Associations and Institutions. Mr. Horton today will speak on research library activities in Australia. Please welcome him to the podium. (Applause)

MR. HORTON: Thank you very much. I am very pleased to be here. I felt after listening to my colleagues yesterday that I should begin by announcing that I was born in Australia. There are some of us who work in Australian libraries who were born in Australia! In thinking about what to say, I was mindful that two of my colleagues plus a New Zealander were speaking yesterday, and they would probably address some of the same topics. I therefore prepared this short talk against the prospect that we might well in part talk about the same issues, and this has turned out to be true. To that extent, some of the material covered in the slides I am using at this talk contain information that you heard yesterday.

What I would like first to do is talk a little about history, which Ray Choate spoke about yesterday, and then I would like to talk about Australian library developments in the broadest sense of policy planning. After that, I would like to talk about cooperation and then about holdings and the type of collections in Australian libraries. Finally, I would like to make you an offer that I think that most of you will not want to refuse.

Much of the background history to Australian library developments was canvassed yesterday by Ray, but I would like to pick up one or two of the points he made. Australia as a political unit dates from the federation of the states into a national government in 1901, but it is important to note that there are nine governments. And rather like in your country, there is a constant tension between the national government and the state/territory governments as a way of life. Certainly, as regards information policy and planning, the power does not lie at the national government level alone. It is a shared power. The Australian government has recently broadened the concept of central power by using international treaties and the external treaty power in the Constitution to widen its capacity to make laws in Australia. But there are no external treaties that have broadened the information policy powers or brought a more centralized approach to information policy matters. So national information policy and planning and the operations of libraries are shared across all levels of government.

I would also like to pick up the word multiculturalism, which was used a lot yesterday. I think it is accepted now that Australia has had the most diverse population change in the world since World War II in terms of immigration. But many of you in this room are old enough to remember when Australia was renowned and infamous for its White Australian immigration policy, which began to be dismantled only in 1967. Certainly, we have exactly the same experiences in recent decades as were described yesterday as occurring on the west coast of the United States. It was noted with great media interest last week that one Australian university had just graduated a class in which the majority of students were either born in Asia or had at least one parent born in Asia.

It is also important to point out the United Kingdom/United States influence on Australian library development. That influence has generally been good, although on occasions counter-productive, but certainly Australian library development was very much influenced by developments in the United Kingdom until recently and since World War II by those in the United States.

Location, distance, and time zones all matter to Australia. We, of course, live in a different time zone to most of the rest of the world, although not those Pacific Rim countries on the west of the Pacific Ocean. This is a critical factor for us, and location and distance have been great determinants of Australian history. Geoffrey Blainey's well-known book, *The Tyranny of Distance*, emphasizes how distance has dominated Australian history since European settlement. There is indeed a famous anecdote originating from when one of the first governors of New South Wales after European settlement wrote back to London, saying in effect, "I've decided to give a mandate to someone to control rum imports. But I'm going to build a hospital with the proceeds." A year later, he got a letter back, saying, "You can't." And he wrote back, saying, "Too late. I've done it!"

Lastly, I would like to mention that, inevitably, we have very advanced telecommunications. Until last year, telecommunications services were generally available only through the government instrumentality as a monopoly, but now, as a matter of government policy, we have competition. The likely impact of this on Australia and on our library services is still not clear.

Turning to information policy and planning, you must understand that I speak as a senior officer of the national government and from the perspective of the national capital, and many in Australia argue that Canberra, rather like Washington, produces a somewhat different view of events than if you live elsewhere in Australia. But I would argue that library developments in recent decades have been dominated by the search for a national information policy in Australia and/or appropriate policies for coordinated development of our library services. We have probably put more effort into national information policy planning in recent decades than any country in the world, and we have failed to achieve such a policy. But while we still have no effective national information policy, libraries have been seen as an integral part of the information policy debate. Information and its place in the effective economic and social development of Australia is much talked about because of the continued debate over our likely future as a country of fairly small population, settled by Europeans, but on the edge of Asia. The then-Prime Minister some years ago painted the concept of "a clever country," saying it was the only way we were to survive and prosper in economic terms when competing with countries such as Singapore, which had a very clear view of the importance of information to their future. This is why there has been so much debate over how to achieve an effective national information policy.

In the absence of this policy, the Australian library community has itself done much to achieve coordinated and nationally accepted policies. A major achievement was the Australian Libraries Summit of 1988, which was certainly not the White House Conference of 1979, but inspired as a concept by that event. This set a coordinated national agenda for the development of our libraries that was accepted by all major players and that has largely dictated developments since that date. It is interesting that New Zealand last year mounted the N-Strategy process, modelled somewhat along the same lines as our summit but with a much more open planning process. The Summit of 1988 was an attempt by the Australian library community to recognize that we have a highly cooperative system and that we could ourselves determine the most effective processes to allow the nation to advance its library systems in the absence of an agreed general policy across all levels of government.

As a subset of this we, again with the National Library of Australia, mounted last year the Towards Federation 2001 Conference. TF2001 flowed from the fact that in 2001 we will be celebrating the 100th birthday of Australia as a nation and the belief that we could build around this event a plan to by then make Australian documentary material, in the broadest sense of the word documentary, as publicly available as possible. There are reports on these meetings and their planning processes that I could make available to any of you with a particular interest in them. But it is important to emphasize that these activities over the last decade flow from our belief that Australia, as a relatively small nation in terms of population and resources, must plan and coordinate its library services very well and very cooperatively.

Ray Choate spoke yesterday of cooperation among the university libraries in Australia and emphasized how highly cooperative and collaborative the whole national system of libraries is. There are national organizations representing both the libraries in the country and the library profession (the Australian Council of Library and Information Services and the Australian Library and Information Association) and very strong sectoral groupings, including the Committee of Australian University Librarians, the Council of Australian State Libraries, and a newly created Federal Libraries Information Network, that are used to working together and see themselves as part of the one strong collaborative national system. And whatever else we do, the Australian library community meets biennially through the ALIA national conference, and tends to look very carefully at what we have achieved together as a united profession. Underpinning cooperation since 1988 has been the concept of the Distributed National Collection (DNC), accepted at the Australian Libraries Summit as the key resolution. Ray spoke of this yesterday, and I understand the concept created considerable interest. Effectively, it says quite simply that we should think of the Australian library collections and access to them in terms of one system. Accepting that every library has a primary responsibility to service its own client needs, how best can we organize our libraries in the national interest, and what should we do to ensure that Australians have maximum access to these resources? From this fairly simple proposition have flowed a whole series of actions since 1988, which as I said dominate library planning in our country.

In a major meeting in Adelaide on March 13, the key stakeholders, including heads of the nation's research libraries and representatives of all key professional bodies, gathered to review progress in developing the DNC concept and to debate whether it is valid in the emerging electronic world. We decided that it most definitely still was, but that its further development required the establishment of a DNC office by the National Library of Australia on behalf of the library community and the further development of the concept of broad-based and long-term contractual collecting/access frameworks among the nation's libraries, including the major research libraries. The National Library is now moving to establish this DNC office, and the further exploration of the contractual framework concept will be a major priority of it. There are already several examples of this concept, two involving the National Library. One is an agreement between us and La Trobe University Library in Melbourne, where that library commits itself to a long-term concentration on developing Latin American collections, and we have transferred to it on permanent loan several major formed important collections of Latin American material comprising over 15,000 items. Another and very interesting contract is that recently concluded between the National Library and the University of the Northern Territory in Darwin regarding Eastern Indonesian collecting, in which we have redefined our relative collecting responsibilities and also embraced issues such as access in a very long-term strategy. I think we will see many more such agreements over the next few years among Australian libraries.

Underpinning these developments very strongly is the changing role of the National Library, where we exercise considerably strengthened leadership responsibilities to the Australian library community. In a recent published article, I describe the Library as "first among equals," saying that it has no exclusive leadership mandate but it does have legislative powers to provide a wide range of services to other Australian libraries to make our system work better and to encourage cooperation both in Australia and with overseas libraries. Recent examples of strengthened initiatives include the establishment of a National Preservation Office and the move by AIMA Training & Consultancy Limited, the major management training vehicle in Australia for the library community, into a strategic alliance with the National Library. AIMA's establishment in 1984 was very much inspired by Duane Webster and the Association of Research Libraries' experience. The third example of this strengthened role, and the most important to the Australian library community, is the development of the Australian Bibliographic Network (ABN) since its establishment in 1981.

ABN is Australia's own national bibliographic utility, and there is an equivalent New Zealand utility (NZBN) established in the mid-1980s. The ownership of ABN is complicated since, in the last resort, it is owned by the National Library of Australia but is operated in the broad interests of the Australian library community with a very strong policy advisory mechanism. The ABN Network Committee, the majority of whose members are elected from among ABN users, is the major source for policy and operational advice on the development of the network, and the National Library has only once since 1981 refused to accept a recommendation by it. It is interesting that I have attended every meeting of the Network Committee, first as a member until 1985 and since then as the chief executive officer of the National Library (with someone in 1985 remarking that the fox was joining the hunters!). I am therefore very well aware how strongly the National Library and the Australian library community value this concept of shared ownership, which is in the last resort why ABN has been our major professional achievement in recent years. The National Bibliographic Database (NBD), operated through ABN, has almost 10 million bibliographic records, nearly 18 million locations for items in Australia, 1.3 million authority records, and very strong coverage of pre-1980 holding records retrospectively converted into the system. Over 1,200 Australian libraries are members of ABN, including almost all research libraries of significance. The National Library exercises financial responsibility for the NBD, paying about $2 million Australian a year, while those libraries contributing original cataloguing data receive a credit for doing so. ABN's budget is about $6.5 million Australian a year, and we aim to cover costs while not making a profit. ABN is the backbone of cooperation in the Australian library system.

By far the most exciting recent development in our region is the decision by the National Library of Australia, in partnership with the National Library of New Zealand, to redevelop ABN/NZBN systems as a grand National Document Information System (NDIS) covering both countries and intended to be a document information delivery system, in the broadest sense, which is also a bibliographic utility. Those that think that cooperation nationally is difficult will immediately see some of the risks such international cooperation can create, and we have certainly already found this, notwithstanding the close economic and political links between Australia and New Zealand. As one simple example, Australian and New Zealand government policy on computer industry development is almost diametrically opposed, with Australia favoring a local industry approach and New Zealand policy supporting the widest possible competition. But notwithstanding these difficulties, we see NDIS as a most exciting development positioning us into the next century in terms of effective information delivery and also likely to be of considerable interest to at least some Asian countries. We did give very serious consideration to a national library in an Asian country as a third partner in this development, but decided that the complications dealing across international boundaries would be so multiplied that we could drown in a sea of management problems.

You will have realized that the National Library of Australia is different than many other national libraries in that it has a much wider role. Its three primary functions are to develop a collection of library materials for the Australian people, to collaborate in the widest sense with other libraries, and to provide services to Australian libraries. The state libraries in Australia in general have not dissimilar mandates in terms of support to public libraries in their states, while the university libraries have always been highly cooperative and indeed in recent years strengthened the effectiveness of their overall cooperative arrangements and understandings. The Committee of Australian University Librarians has exercised considerable influence at the national level in the last three years, and its views on Australian government seed funding monies to develop the infrastructure among research libraries have been of importance.

What is also exciting is that the DNC concept, accepted by the nation's libraries at the Australian Libraries Summit of 1988, has in the last year been adopted by other sectors of the cultural industry, including museums and galleries. The Australian Labor Party, which was reelected as the Australian government in March, argued as a key policy plank for the development of a major Australian Cultural Policy, which in the case of the nation's libraries and other collecting institutions would be underpinned by the DNC concept.

I would now like to talk briefly about the involvement of Australian libraries in Asia and the Pacific, both in terms of support for the development of library services in those countries and collections in Australia of Asian/Pacific material.

Australian libraries have had a very long involvement in the region. It is interesting to note that the National Library, for example, has had formal exchange agreements for library materials in most countries reaching back to shortly after World War II, and indeed seems to have signed an exchange arrangement with North Korea during the Korean war in which Australia was involved. But the relationship has been far wider in scope and ambition than merely the collection of library materials, and we have a proud record in assisting the development of library services in many Asian and Pacific countries. My university colleagues have for other two decades with Australian government assistance been supporting the development of university libraries in Indonesia and Thailand, for example. The National Library of Australia was very involved in training National Library of China staff in automation after the Cultural Revolution, and we still have much to do with NLC and other Chinese libraries. We have had an office in Indonesia for over 25 years, which we are now upgrading. When I visit the National Diet Library in Japan, I am always delighted to meet "the Canberra Mafia," who are the many NDL staff who have been with us in Australia on a long-standing exchange program. In recent years we have done considerable work, as have other Australian libraries, to assist in upgrading library services in Viet Nam, Laos, and Cambodia. These programs can have surprising twists — having given the first training to National Library of Viet Nam staff in computer technology and then supplied their first computers, we found we had to ship uninterruptible power supply equipment to Hanoi because the equipment could not cope with the power problems! I think the work in Cambodia in the last few years has given us the most satisfaction, not only because of the overwhelming problems that country faces but because what is relatively limited expenditure by us has had so much impact.

There are in Australia very strong holdings of Asian-Pacific material, built up over many years. I think that, in the case of some Asian countries, it can be said that they are world-class collections not only in scope but because they are so well organized and identified, and since they have been built in a very considered fashion over a long span of years. A key issue for us is the cataloguing of this material, to make it as widely available as possible. Much of the Asian holdings of the National Library are already in ABN in a Romanized version, but we do not yet have a CJK facility. The development of this is a key priority in association with several major Australian university libraries, and we expect to complete this project in the next year and also have CJK and other language facilities as a matter of course in the new NDIS we are developing jointly with the National Library of New Zealand. This brings me to the offer that I mentioned at the beginning of this talk. I have brought for distribution a handout explaining all the National Library of Australia computerized bibliographical systems, including ABN, our Supersearch facility giving easy access to ABN, and the OZLINE Australian databases. There is little point in talking these in isolation, and so we have decided to make all our systems available free and online through the Internet to you until June 15. You will see that the handout gives you passwords for free access to these systems and instructions on how to reach them through the Internet. There is an element of trust in this arrangement, since we are clearly offering ARL libraries the opportunity to browse in the system but on the assumption that records will not be systematically taken from them. If you find these Australian resources, and in particular our Asian holdings, of interest, then you may want to become a customer for some of the services. But this is not our basic purpose, which is to give your libraries the opportunity to gain some idea of the extent of Australian holdings and their possible relevance to U.S. scholarship.

Finally, I would like to make two brief comments concerning broad subjects we are discussing at this meeting. The first is to mention my interest in realizing that there are several differing views on what the term "Pacific Rim," which is the theme of this conference, means. I noted with interest at the major Congress on Southeast Asian Librarians (CONSAL IX) meeting in Bangkok earlier this week that many of my Asian colleagues would not include Australia in such a definition, while earlier enquiries to ARL staff indicated that our practice of including the western coast of the United States in the definition was not common among American librarians. I am not sure there is a Pacific Rim concept in terms of library services, and we do of course have astonishing variations in the sophistication of library services across Asian/Pacific countries. But an encouraging thrust in almost all the regional meetings I have attended in the last year has been the agreement that we should explore far more positively the opportunities that technological/telecommunication developments are giving us for more formal cooperation in the region.

The second comment I want to make is that there has in my opinion clearly been a sea change in attitude in the last year among many Australian libraries to Asia, in terms of the opportunity to market information services into the region. Libraries such as mine have a long-standing interest in support programs to selected Asian countries, and you will have realized from my earlier comments that Australia is very proud of what we have been able to do to assist their development. But many Australian libraries, especially because of the development of the Internet, now see much stronger trading opportunities for information services into the region. I am not sure what the effect, or indeed the success, of these initiatives will be, but I do see a much more troubled and mixed environment in our relationship with these countries over the next decade. It will be interesting to see whether this meeting of ARL in Honolulu heightens the interest of ARL libraries in these matters also.

Thank you very much.

MR. HAAK: Thank you for your generous offer. I hope some of us get back to work in time to make your deadline. By the way, Hawaii has a very difficult time with "the Pacific Rim," because we don't see ourselves on the rim of anything.

Our second speaker comes to us from Japan. Dr. Haruo Kuroda earned his doctorate degrees in chemistry from the University of Tokyo where he had a distinguished career as a professor of chemistry as well as this institution's university librarian from 1988 to 1991. During the years when he was university librarian, he also served as president of the Association of National University Librarians. Now a professor emeritus at the University of Tokyo, he holds an appointment as professor at the Science University of Tokyo. He continues to serve as a member of the division of scholarly information, an advisory board to the Ministry of Education, Science, and Culture, and is a member of the Advisory Council for the National Center for Science Information Systems.

He's no stranger to some of us as he was the Chair of the Japanese Delegation to the Fourth U.S./Japan Conference on Library and Information Science and Higher Education held in Racine, Wisconsin, in 1988. He also served as a Chair of the Program Committee for the Fifth Conference held in Japan last year in 1992 in the Fall.

Dr. Kuroda will offer us a report on the present status and future prospect of academic libraries and library networks in Japan.

DR. KURODA: In Japan, we have 97 national universities, 39 municipal universities, and 378 private universities. Some of them are big universities consisting of 10 or more faculties and a number of research institutes, while some of them are small universities, better to be called a college. The libraries of national universities, those of municipal universities and those of private universities, form separate associations, although there exists a standing committee, consisting of the delegates from the three independent associations of university libraries, to discuss matters of common interest such as the issues related to the mutual collaboration among national, municipal, and private university libraries. The first big change in Japanese university libraries took place in the 1960s. At that time, so-called "modernization of library system" was carried out taking a model from the university libraries in the United States. As all of you know, the environment of academic libraries markedly changed in these 10 or 15 years, and we are experiencing the second big change of the environment of academic libraries. Although there are several factors that have brought about the great change of the environment of academic libraries, the most important one would be the rapid development in the science and technology related to information and telecommunication. The introduction of the computer into Japanese academic libraries slowly started from the 1970s. In this stage, libraries put their efforts independently in developing their own system of library automation. This is still the case in the majority of private universities.

National policy related to academic libraries used to be formed mainly by the advisory board to the Ministry of Education, Science, and Culture (MONBUSHO), through the discussion in its Science Information Subcommittee. In 1980, the above Advisory Board presented a report entitled as "A Future Plan and Policy for Science Information System in Japan." This report pointed out the necessity of constructing an infrastructure for nationwide flow system of scholarly information (or "science information"). Accordingly, the Center for Bibliographic Information was established in 1983 within the University of Tokyo and started the research and development of the system for online formation of the Union Catalog of academic libraries. At the same time, the construction of a packet-switching network was initiated. Two years later, the above center was transformed to be an inter-university institute, independent from the University of Tokyo, which is now known to you by the name of "National Center for Science Information System" (NACSIS) and started the operation of the online shared cataloging system (NACSIS-CAT).

The adopted general plan of the library computer network was as follows. Considering the distribution of universities, several national universities, especially big universities such as University of Tokyo, Kyoto University, Osaka University, Tohoku University, Hokkaido University, and Kyushu University are assigned to be regional centers, and a medium-sized computer is installed into the central library of each regional center to be directly connected to NACSIS. The regional center works also as a node for connecting small-size computers of the libraries of the surrounding national universities to the network. The regional centers are expected to work also as a node for connecting municipal and private universities. A smaller computer is usually installed into the libraries of the universities that are not regional centers. According to the above-mentioned general plan, installation of computers into national university libraries was done during the period 1983 to 1992. In parallel to this, a digital-line network connecting cataloging terminals of branch or department libraries to the host computer in the central library was constructed in big national universities.

Table 1 shows the statistics about the number of academic libraries participating in the online shared cataloging program from 1986 to 1992. As shown there, the participating ratio reached 100% at the end of the 1992 fiscal year for the libraries of national universities and inter-university institutes. The ratio is considerably low in the cases of the libraries of municipal and private universities, it being 26% and 22%, respectively. Furthermore, if we look at their way of participating in the program, most of the private universities have been so far passive participants; in other words, they are a user of NACSIS-CAT rather than an active contributor to the formation of the Union Catalog. This is partly because many of them have developed their own local system of library automation and partly because they could not find a merit in participating in the project until the number of bibliographic records became large enough to give a high hit-rate in the online cataloging process. I think that the situation will significantly change in four or five years.

TABLE 1: Number of the academic organizations participating in the online cataloging program

	National	Municipal	Private	Inter-University Institution
1986	25	0	4	0
1987	49	0	12	0
1988	70	0	17	4
1989	82	3	36	5
1990	93	4	49	7
1991	95	9	77	10
1992	97	10	84	10
	(100%)*	(26%)*	(22%)*	(100%)*

*Ratio of participating libraries at the end of 1992 fiscal year

The Union Catalog Database of NACSIS-CAT system is composed of six files; bibliographic data of books, holding data of books, bibliographic data of serials, holding data of serials, authority data and title change map data. The number of the records in each of these files, as of March 1992, is listed in Table 2.

TABLE 2: Number of Records in the Union Catalog Database of NACSIS-CAT (March 1992)

FILE	NUMBER OF RECORDS		
	Japanese	**Western**	**Total**
Bibliographic data of books	600,553	1,198,216	1,798,749
Holding data of books	4,028,587	2,645,195	6,763,782
Bibliographic data of serials	72,914	111,431	184,345
Holding data of serials	1,496,724	905,896	2,402,620
Title change map	8,508	12,843	21,351

	Author Name Headings	Uniform Title Headings
Authority File	545,045	1,531

Possibly I should add a few comments about the above data. First, it should be mentioned that all the records concern only Japanese publications and western publications, the books and serials published in foreign languages other than American and European languages having not been contained so far in the Union Catalog Database because of the JIS character codes being used. Second, the above records are mostly concerned with the books and serials that were published after 1985. This is because the online shared cataloging program has been operated according to the following general policy determined in 1988 by the Association of National University Libraries. Namely, in the first phase of the program, each participating library should concentrate its effort to attain the goal of 100% online input for new materials, and the retrospective conversion by individual libraries should be done in the second phase, waiting for compilation of the basic bibliographic database for retrospective conversion.

Two kinds of retrospective databases are in preparation: one is the compilation of the basic bibliographic records of the Japanese books published after 1848 into JAPAN MARC by the National Diet Library (NDL), and the other is the retrospective conversion of card catalogs of the western publications in the University of Tokyo Library System, the latter being carried out under the collaboration between NACSIS and the University of Tokyo. I think that soon we shall enter into the second phase of the online shared cataloging program.

So far, the online shared cataloging program has been successfully progressed under the collaboration of the national university libraries, but there remains many things to be done in the future, among which is the development of a way to compile the data of the publications in non-western foreign languages and the retrospective conversion would be the two most important items. International collaboration about the bibliographic database would be very important also. Interconnection of the network between NACSIS and the Washington Office of NSF was formed in 1989, and it was extended further to the Library of Congress. These two places are working as the access points to NACSIS databases from the United States. For the U.K., the connection to the British Library was formed in 1990, and a pilot project of the online cataloging of Japanese publications by use of NACSIS-CAT was initiated from 1991 in several British universities, such as Cambridge, Oxford, London, and Sheffield.

Figure 1 shows the present status of the digital line network for scholarly information, "Science Information Network (SINET)," which is composed of a packet switching network having 27 nodes and "Internet Backbone" with 5 nodes. Several virtual networks are running upon the SINET packet switching network, which include the Library Computer Network, G4 FAX Network, Computer Center Network, Electronic Mail Network (SIMAIL) Medical Information Network (UMIN), and so on. Although small-scale local areas networks of various levels had been constructed and used in universities, the construction of an optical-fiber digital-line network covering the whole campus of a big university, or "campus LAN," started from 1988: Tohoku University in 1988, Kyoto University in 1989, Hokkaido University and Nagoya University in 1990, Tokyo University in 1991, and Kyushu University in 1992. "SINET Internet Backbone" was constructed in 1992 primarily to interconnect these large-scale campus LANs. In this way, the first step of constructing the infrastructure of a nationwide scholarly information flow system has been completed in these eight years, at least in regard to hardware. The next step would concern much about software.

In 1990, the Science Information Subcommittee of the Advisory Board to MONBUSHO presented a report entitled as "A Plan for Further Evolution of Scientific Information Dissemination." The following five issues were taken up in this report: (1) further improvement of SINET, (2) formation of campus LANs and interconnection between LANs, (3) promotion of database formation and increase of the accessibility of databases, (4) formation of an efficient library network, and (5) R&D of the technology related to "electronic libraries." Among these five issues, I have already described the present status of SINET and campus LAN. Thus, I will mention here a little about the matters related to the issues (3) and (4)

Let me start with databases. The formation of a nationwide science information network naturally made it possible for researchers to access easily a variety of the databases formed by the academic community. There are three types of such databases: (1) those compiled at NACSIS, (2) those compiled at universities or inter-university institutes, and (3) those compiled by individual research groups. Some examples of the database of the first two categories are listed in Table 3. The database of category (1) are widely open for the academic community and are accessible by the NACSIS-CAT service. The databases of category (2) are not on NACSIS-IR service but are accessible through some networks running on SINET. On the other hand, accessibility is quite low in the case of the databases of category (3), which have been made by small groups of researchers belonging to universities or academic research institutes for their own research purposes. MONBUSHO has been providing financial support to the formation of such databases though its "Grant-in-Aid for Scientific Research." Usually these databases are not widely open, although there are a number of databases of great value for a wider community. Thus it was considered necessary to develop some appropriate way to make those databases accessible also through the network. Recently, it was decided that NACSIS will take some responsibility for making those databases accessible.

TABLE 3: Examples of the databases compiled at NACSIS and those compiled at national universities

(1) Databases compiled at NACSIS
- Union Catalog Databases
- Database of Grant-in-Aid Scientific Research
- Dissertation Index
- Database Directory
- Full-text Database of Japanese Chemical Journals
- Full-text Database of Japanese Journals of Electronics
- Database of Japanese Scientific Researches
- Database of the Abstracts of National Symposium (electrical engineering, information processing and control, and other fields)

(2) Databases compiled at National Universities and Inter-University Institutes
- Bibliographic Database of ORIENTAL Studies (Kyoto University)
- Union Catalog Database of Japanese Old Books (National Institute of Japanese Literatures)
- Database of Pedagogic Study Literatures (Gifu University)
- Database of Multinational Corporations (Kobe University)
- Long-term Statistical Database of Economy (Hitotubashi University)
- Database of Research Papers in Japanese Literatures (National Institute of Japanese Literatures)
- Structural Database of Protein (Osaka University)
- Bibliographic Database on Quantum Chemistry (IMS)
- Database of Materials on Earth and Planets (University of Tokyo)
- General Database of Polymer Characteristics (Tsukuba University)
- DNA Database (National Institute of Genetics)

ILL service among university libraries has been rapidly expanding in these four or five years as a result of the construction of library computer network and the formation of Union Catalog Database. In 1988, the Association of National University Libraries formed a working group to investigate a desirable specification of the ILL system to be incorporated into the NACSIS-CAT System. The conclusion was submitted to NACSIS and the system development according to this specification was done by NACSIS. The operation of this newly developed ILL system (NACSIS-ILL) was initiated in 1992. In this system, the university that is most suitable for providing the requested material or its copy is automatically selected to transmit the request. If the request is a copy of a document, the copy will be sent to the requesting library through G4 FAX Network. We are expecting that this ILL system will greatly contribute to expanding ILL service. The libraries that have been assigned as a foreign periodicals center will play a more and more important role in providing copies from foreign scientific journals. The system of "Foreign Periodicals Center" started form 1985 to achieve a systematic collection of foreign scientific periodicals. Several university libraries were assigned to be the main center or sub-center for a specified field. A special fund has been provided from MONBUSHO to those libraries to collect foreign scientific journals of rare use, in addition to the so-called "core journals" that they formerly collected. The names of the libraries assigned as foreign periodicals centers and the title number of foreign periodicals that were bought by each of them in 1992 are listed in Table 4.

TABEL 4: Foreign Periodicals Centers

Medicine and Biology	
Osaka University Life Sciences Library*	4,223 titles
Tohoku University Medical Library	1,034
Kyushu University Medical Library	924
Natural Science and Engineering	
Tokyo Institute Technical Library*	4,086
Kagoshima University Library	979
Agriculture	
University of Tokyo Agriculture Library*	1,418
Kagoshima University Library	922
Humanities and Social Sciences	
Hitotubashi University Library*	3,154
Kobe University Library	2,217
TOTAL	18,967 titles

*Main Center. Others are sub-centers

So far, I have described the present status of Japanese academic libraries focusing upon the matters directly related to the library network. Naturally, a significant change has taken place or is expected to occur within individual university libraries to correspond to the new environment surrounding academic libraries. Online information retrieval service and CD-ROM service are now provided in many university libraries. Probably every library has to deal more and more with information compiled in the forms other than printed material. In fact, effort to correspond to this multi-media environment is going on in a number of Japanese university libraries. For example, at the Shonan/Fujisawa campus of Keio University, one of the largest private universities, has introduced an entirely new system called "Media Center," which involves functions as a library computer center, and audio-visual studio. This would be a challenge for the new environment.

At this mcment, it is hard to tell anything definite about the future prospect of Japanese academic libraries, but I believe that the most important issue for the future of university libraries is the question about the role of libraries in the scholarly information flow system in a highly computerized university campus equipped with a campus-wide information network. Libraries and computer centers would be key organizations in forming such an information network. But it is not yet clear what kinds of roles should be shared between libraries and computer centers in order to create an efficient information system. This will inevitably require a significant change in the organization and management of university library systems and, at the same time, a marked change is expected to take place also as regards the knowledge and experience required from librarians. Discussion about the future of academic libraries has been initiated in Japan in these two or three years in various organizations. During the last year, the Science Information Subcommittee of the Advisory Board to MONBUSHO also started to discuss those matters, looking for a vision of the university libraries in the twenty-first century, the report of which is expected to come come out within this fiscal year.

MR. HAAK: It is my pleasure to present the final speaker on this panel to you: Mr. Ke Hong Park. He is the Librarian for the Korean Institute of Science and Technology in Seoul, Korea. He has served as its director since 1967. I don't think any of us have been directors since 1967. He is currently the President of the Korean Library Association, is a vice chairman of the Board for Library Development in the Ministry of Culture, and he serves as a member of the Board of Trustees for the Korean Research Center. He earned his Masters of Philosophy and Masters of Library Science degrees at Yongsei University. Today Mr. Park will provide a brief survey of the activities of research libraries in Korea with a special emphasis on automation and networking. Please welcome Mr. Park.

MR. PARK: Thank you, Mr. Haak. And thank you for choosing me. Your kind invitation, the ARL's invitation extended to me to come here to speak a few words. In Korea the fourth king of the Yi Dynasty reigned about 500 years ago, worked very hard day and night, resulting in his invention of Hangul as day-time work, and as a result of night-time work, he reared 27 princes and princesses. While modern Koreans, in concerted effort, invented Koglish, that is Korean-invented English — and I'll be speaking strictly in Koglish, so I wish you all good luck to understand me. I have brought you four pages of statistics and some notes. I saw copies of it still left at the front desk, so those who have not picked them up yet, please try to get one copy on your way out. Not much in there, but, you see, when you are talking about research and academic libraries and major libraries, etc., you are talking about a tiger riding a horse as Mrs. Furuya explained yesterday. But when I talk about academic and research libraries in Korea, I'm talking about a rabbit riding a sea turtle.

Well, you can all see the numbers of libraries, university libraries, public libraries, and so forth, here. So I am not going through all these statistics, but I would like to briefly mention the nature of university libraries — I mean major university libraries — and major research libraries. When I say university libraries, I mean academic and research libraries to which you refer. And when I say research libraries, I'm talking about special subject-oriented libraries that belong to research institutes, supporting only those people who are engaged in scientific or economic research.

Well, also like all good bureaucratics, I faked some numbers there. In major libraries, I put it 26 but I will say half of it could be regarded major libraries. If I don't give you this number, 26, they will hang me when I go back. So, please understand me, I said 26. You heard 16. We have about same number of research libraries. When I say research libraries, it's mostly in science and technology. And let's see, one or two in economics. One is what you call national economics, and the other devoted on the economic area studies outside of Korea. And then one more research institute in education. That's about three major research institutes besides science and technology.

We have 17 government-supported research institutes; and then about same number of individual industry-hosted research institutes gathered in Science Town — it's located about 100 miles south of Seoul. Korea is run not by the president, but five networks. The first one you can see on page 2. The public administration network links all the government offices, so if you need a passport you go to your local district office, and then they will send you a good passport. The defense network is concerned with armed forces. The finance network links all the banks and banking and financing institutes. The fourth is education and R&D. The government says this is a government network. It's strictly for those people concerned within. The true public net could be that DACOM net and KTT net, and for the library network, the National Central Library is planning one and the national university library is planning the other. The R&D net is already there. We have backbones linking five cities in South Korea, regional centers, and there are about 17 locally made databases accessible to the public through this R&D net. And those various stages are phase one and phase two. So when they are in phase two, that means it's for the public to access, dial up, etc.

I didn't mention the fifth basic net, which is the police and intelligence net.

Well, then, let's move on to the resources. There you see lots of circles and x's that show fitness of resources. Oh, there is one mistake, page 3, area studies, "Africa"; this shows how I am mistrusted by my secretary. I corrected the original, but she went back to the transcript. Well, as to the recent development in Korea, as all the good librarians do, who have been hiding behind somebody's skirt, never tried the library automation, until 1975 when we first started it. Many of you were doing it in the '50s and even '60s, when it was a great passion in the U.S. But we were somewhat hesitant, we were just waiting until you people became quite successful. We wouldn't even touch automation with a six-foot pole, but finally it caught on. The Korean librarians caught the fever, and since the 1980s, many libraries started working on library automation. If you go back to page one, you can see automation on the far right, the mainframe, so many, and then the PC systems — that is, the PC environment — I think the three numbers are the symbol of very small PCs, but the numbers in the parentheses plural the PCs environ systems at least to three functions or more.

By holding this meeting in Hawaii, you've clearly shown that you are interested in the Pacific Rim. Where we try to gauge American libraries to see what we urgently needed on the parties in the East, or Asia, but there was a great shortage of information. We suffered for fifty years because Korean libraries in the 1950s were in a period of devastation because of the Korean War and all that. In the '60s, we were scraping together and sorting out whatever was left over from the war's devastation. Then, as the Korean economy grew, the libraries grew along with the economic situation in the '70s and '80s. During these '70s and '80s, most university libraries began to build new and bigger library buildings. And since 1985, they started to fill up the library buildings with people and books. And they are talking about linking each other in order to help each other out, because whenever we need something now, through the Internet, we can search almost any database anywhere that is open to the public. And we know what kind of information is available and from where; however, that was not enough. Today most of the research institutes in Korea have about two dozen CDs of databases, and it's very handy for the researchers to identify the information they need. However, to get the original information on hand is another matter. I have tried your Library of Congress, JICST, and BLDSC. BLDSC was the fastest service, next JICST, but from the Library of Congress, I could hardly get anything. So the documents took months and months. Mr. Kuroda was talking about NACSIS, but JICST is the science information center that takes 50 days to find a journal, make a copy, and send it to us. So far, we are short of regional information sources for 45 years and then now I can rest or retire first, retire and rest because we just started science information center just last month.

In this relaxed atmosphere, it's very important that we should talk about basic policy and library philosophies. So whenever we talk cooperation, international cooperation, the talking and discussions should produce something. So what I propose is that, should the U.S. need any information or like to keep up information, then they should have some kind of agreement with the national library associations or the national libraries in the Pacific Rim. I know that when the national assembly library has an agreement with your Library of Congress, they exchange not only the information and publications, they also exchange staff. This I think we, with the ARL, could do through an international cooperation program.

The U.S. government had an expert exchange program a long time ago from which I benefitted in 1961 and '62; that's how I was riding first class on an airplane all the way to Washington, D.C., and back. They stopped it in 1963. And then they contacted the Fulbright Commission so that anyone who was interested in visiting the U.S. or visiting Korea sort of waved around and contacted the Fulbright Commission, and they arranged the exchange. I met a few scholars from U.S. institutions who visited Korea. One spent 11 months at one of the universities in Seoul to help advise on library automation. The day before he left Seoul, he asked for a meeting with the library staff and the advisory committee. He left one page — one sheet of paper — indicating author, title, publisher, date, whatever, whatever, whatever. If you put these into the computer, you have your library automation. And then he went back to the U.S. I don't mean this kind of cooperation.

Let's do some sort of exchange programs — personnel exchanges, etc. — that are filtered through the library associations. And also, we could think about shared cataloging across the Pacific and joint construction of databases. It's not that I am distrusting you people, but there is always some information that is very important to the researchers. So if, let's say, if one built one database, that is one kind of database. If three guys get together and build one database, that is much, much better than one kind of database.

Lastly, I should emphasize the effort of cooperation in technical programs, when we were talking about the national MARCs yesterday, U.S. has LC MARC, Japan has Japan MARC, China MARC and Korea MARC, etc., etc.

I don't know anything about Southeast Asia, so let's talk about Northeast Asia. There are already three MARCs. I used to push for the Asia MARC, then people started to back off. I hosted two meetings, but the third one didn't come off so I gave up. So what we can do is let's try to put some pressure on your Library of Congress or the National Assembly Library or national central library in Korea, Taipei, or Beijing. They are the ones who stick to their own systems, which is a case of stubbornness and which is very inconvenient because there should be a uniform way to solve the problem, and they are the ones who should solve the complicated problems that we face instead of throwing that hot potato to us. We should throw this hot potato back to their hands. There we can apply some concerted effort, giving the pressure back to these national authorities who control the MARCs. Then, our job, daily job at least, would be much, much easier. Thank you.

MR. HAAK: I think we wanted this program to challenge us to think about what the new agenda would be for the '90s, and I want to thank Mr. Park here for making his suggestions from his perspective.

PROGRAM SESSION V

DIVERSIFYING THE UNIVERSITY IN A DIVERSE CULTURE

DIVERSIFYING THE UNIVERSITY IN A DIVERSE CULTURE

George Shipman, Convener

Panel:

Miles Jackson, Moderator
University of Hawaii

Madeleine Goodman
University of Hawaii

Franklin Odo
University of Hawaii

Eloise Yamashita Tungpalan
Hawaii State Senate

DEAN JACKSON: I am happy to introduce to you this morning Dr. Madeleine Goodman, who is assistant vice president for academic affairs at the University of Hawaii. During the summer and fall of 1992, she served as interim senior vice President for academic affairs, where she was the chief academic officer of the Manoa Campus.

Dr. Goodman has served on the faculty of the University of Hawaii at Manoa since 1974, and from 1986 to 1992, she served as assistant vice president for academic affairs. She is a professor of general science and women's studies and past director of the women's studies program.

Dr. Goodman received her undergraduate training at Barnard College, the women's college of Columbia University. She received her graduate education at Oxford University in England, at UCLA Medical School, and at the University of Hawaii School of Medicine, where she was awarded her Ph.D. in human genetics in 1973.

An active and prolific researcher, Dr. Goodman has published broadly in the areas of human biology, women's health, bioethics, and biophilosophy. Her research has been funded by the National Institutes of Health, the American Cancer Society, and the National Science Foundation. She is the key leader at the University of Hawaii at Manoa in all matters involved with diversity on that campus, particularly issues related to women in the academy. Will you please help me welcome Dr. Madeleine Goodman.

DR. GOODMAN: Thank you Dean Jackson, that was a beautiful introduction, almost too good to spoil. Allow me as a human geneticist to begin my remarks with an analogy from my field of study. And let me see where that takes us. I'd like to talk in general about affirmative action in the academy and weave into this talk some information about the University of Hawaii that may be of interest to you.

It is an established principle of evolutionary theory that a species must maintain sufficient genetic diversity to accommodate the temporal fluctuations of the environment in which it exists. Slight variations in the gene pool result in a range of physical and behavioral features that allow a population the flexibility to take advantage of changing ecological conditions. Populations that are too inbred or too uniform in genetic endowment may prove unable to adapt to environmental change and often become dysfunctional or even extinct.

The metaphorical force and appeal of the idea of faculty diversity owes much to this basic Darwinian conception. The underlying assumption is that faculty of diverse backgrounds can help to ensure intellectual catholicity and balance. No single orientation, ideology, or perspective should prevail to the exclusion of all others. Homogeneity would be artificial and oppressive. It would also compromise the relevance of the university to the society which supports it and depends upon it. Part of the force and legitimacy of the idea of diversity stems from basic values of fairness, inclusion, and empowerment. Part stems from the need for role models of all sorts on a university campus. But a part of the idea of diversity that has specifically academic and intellectual application, specific relevance to the university setting and the campus environment, is in the recognition that diversity of backgrounds and experiences will foster the pluralism of outlook and values that is essential to the life of a university and the growth of human knowledge and understanding.

Like the phenotypic variability within a population, curricular diversity is often seen as built upon a genetic base. There is an assumption that faculty hired from diverse ethnic backgrounds will bring with them the authentic voices of the groups they hail from. Having walked in their shoes, these academics are presumed to have instant rapport with and understanding of the experiences of students from their own groups, especially if these are groups that have been traditionally overlooked or underrepresented in the academic community. Such faculty are often tacitly deemed responsible for the success or failure of minority or women students in the departments where they teach. They are counted on as a buffer and a liaison with the ethnic communities they grew up in, and their views are often deemed accountable to the political, economic, and social agendas ascribed to these groups. Sometimes these expectations impose on female and minority faculty members unfair or unrealistic ideas about mentorship, advocacy, and sponsorship of members of their own group.

In the past two decades, there has been a steady increase in the hiring of women and minorities into tenure-track faculty lines. As more women have come through the Ph.D. pipeline, the rate of change in the gender distribution of the professoriate has been highest for entry-level positions. Senior faculty ranks have been attained to a much lesser degree. The Ph.D. graduation rates of Blacks, Hispanics, and Native Americans have not matched the growth rates observed among women, but Ph.D.s from these groups who choose a career in higher education are widely sought after in today's climate and have a high probability of finding academic employment, especially by comparison with the past of recent record and the experience of individuals still active in the job market.

The University of Hawaii is comparable to other comprehensive research universities on the mainland in its affirmative action statistics with respect to women. At our university there are 1,355 tenure-track faculty. Of these, 74 percent are already tenured and more than half are tenured at the rank of full professor. Only 11 percent of full professors are women. Among probationary tenure-track faculty, 41 percent are female. However, in absolute numbers, this only amounts to 145 women. While female applicants for tenure and promotion are as successful as their male colleagues, women probationary faculty are more highly mobile and tend to leave at a higher rate than their male counterparts.

Fifteen years ago, women in academe were concerned with gaining admission to graduate fields of study, or finding tenure-track appointments. Today, their areas of concern are more centered around gaining acceptance and recognition, advancing in the profession, and getting appointed to decision-making positions. The University of Hawaii has had an Excellence in Teaching Award since 1965. In the first 20 years since the award was established, only four women faculty were recognized for their teaching. Since 1985, 44 percent of award recipients have been women. About 24 percent of the recipients have been Asian/Pacific, and they have been equitably represented over the years. The first Excellence in Research Award was also presented in 1965. Of the 36 recipients since that time, only three have been women. In 1983, Pat Jacobs, who won a major national research award in human genetics the previous year, was selected. And in 1989 two women faculty tied for first place. Asian/Pacific faculty received 19 percent of the awards over the years.

It is true that, in regard to some issues of diversity on campus, minority and women academic leaders make common cause. But in some areas of concern, such as recruitment, academic appointments are often treated as a scarce resource and a source of power over which there is stiff, almost corporate competition.

In our zeal to meet affirmative action targets, I often observe units design recruitment, advancement, and retention programs around ethnic or gender desiderata that can have a distorting effect on institutional missions. A good affirmative action program will not preferentially hire less qualified candidates for an academic position. But conceptualizing academic hiring needs solely in terms of ethnic or gender categories can have the effect of reducing individual faculty and other academic leaders to stereotypes and caricatures of themselves. Their ethnicity or gender becomes a key part of their academic role and campus identity. And the campus itself comes to be thought of less in terms of its intellectual mission and more in terms of its ethnic profile. In the extreme, we face the prospect of a balkanization of the campus, with ethnic and gender representation becoming the paramount concern.

The Academic Climate

Once hired, many women faculty find that the struggle is not over. A 1992 analysis of salaries of tenure-track faculty at the University of Hawaii carried out by our office revealed a pervasive four percent average discrepancy in pay between female and male faculty of comparable rank and field. Further study pointed to discrepancies at point of initial hire that carried through careers of 20–35 years duration. While we knew of anecdotal evidence, we now face a comprehensive pay inequity situation that we estimate will take at least $1 million to remedy.

Sexual harassment has become a common complaint of female faculty and students. Problems range from insensitive verbal comments to unwelcome physical touching to solicitation of sexual favors. Not all women have the courage to bring a formal complaint. Those who do must be prepared for a thorough investigation and the need to provide collaborative testimony or material evidence before a cause finding can be reached and serious sanctions levied. In accordance with due process, a male respondent has access to the investigative file and often the names of the witnesses. Should retaliation be alleged, this too must be demonstrated by a complainant with evidence that some material harm has been suffered. We investigate about 12 serious sexual harassment complaints per year from women faculty and staff. The student advocate has logged in well over 100 from women students.

It requires courage to bring these complaints and to carry them through the investigation phase and into the decision and probable appeal stage. Few formal complaints, in our experience, have been frivolous. Frequently, however, the respondent is unaware that his or her behavior was offensive or harassing. Department chairs, unit heads, and deans often attempt informal resolutions that are interpreted as coercive, further exacerbating the situation.

Perhaps most intractable is the sense of distance, of isolation, the feelings of unworth, of subtle exclusion and condescension that are an everyday experience for many women faculty. These feelings are exceptionally distressing for minority women faculty at our institution who came to Hawaii with the expectation of perfect ethnic harmony and acceptance. In a recent interview with Linda Johnsrud of our College of Education, who was studying barriers to tenure and retention of women and minority faculty, one minority woman faculty member put it this way: "You know you're not being excluded, but you know you're not a part."

Workshops for department chairs and mentoring programs that pair junior women faculty with senior women faculty have helped overcome feelings of distance or exclusion for some of these faculty. Many women faculty say that an important way to become a part of a department is to find other women faculty in the department who are active and happy there. Several newly appointed women faculty find that they are the third or fourth woman hire in as many years and still the only female faculty member in the department. They wonder, nervously, why did the others leave? There is no substitute for numbers.

Priming the Pipeline

The great complaint of those who view the quest for diversity with alarm is that the pool from which candidates must be drawn is too small to allow active pursuit of outstanding women and minority candidates. The truth or falsity of this perception varies from field to field and from one underrepresented group to the next, but no one can deny that these pools are smaller than desired. If the minority or female pool for candidates in all or most academic fields were commensurate with the representation of those groups in the population, we probably would not have an underrepresentation of such groups in faculty ranks, or not one that could long withstand active scrutiny of academic hiring practices. But the pool from which faculty candidates are drawn is not a static given but a dynamic resource, to which our own efforts can and must contribute.

The availability of graduate fellowships adequate to sustain students through the Ph.D. is a limiting factor for most graduate students, and especially for those of limited means. The availability of post-doctoral fellowships in all fields, not just in the sciences, is another crucial factor. Able graduates of less prestigious institutions can overcome the barriers to their advancement into tenure-track academic appointments at major research universities if they have the opportunity to work with established scholars in their field, perhaps to publish some of their work, and make the contacts necessary to facilitate the transition to a professional appointment. Mentoring opportunities and spousal hire programs find their proper place here, as a means of overcoming the barriers erected by socioeconomic circumstance and gender role differences.

But the pipeline problem does not begin in graduate school. When primary and secondary education deprive students of basic skills and competencies, they are excluding their constituencies from future academic employment wholesale. Early exposure to the value and prospect of higher education is critical in this regard. So are special programs of intellectual enrichment, financial support to prevent school dropouts, and motivational encouragement to make real the opportunity for higher education. Colleges and universities need to work closely with schools and community groups in the encouragement of such programs and in the articulation of academic standards on which their success depends.

Most major universities actively recruit athletes, and many make available ROTC programs that can fund higher education. Such programs have particular appeal for minority students who might otherwise find college attendance entirely out of reach. These programs themselves are important sources of campus diversity. But they need to be supplemented if they are not simply to be marks of an invidious campus environment.

Academically disadvantaged students, some of whom are potential future faculty members, are often excluded by socioeconomic circumstance, immigrant status, geography, or physical limitations from achieving their potential and making their contribution. Outreach to such persons is a critical linkage in the pipeline. Community colleges, state colleges, and night schools are traditional and long-established means of seeking to avoid underutilization of this important human resource. Interactive television and satellite degree programs for rural and isolated areas are becoming equally crucial. For the school teacher in rural West Virginia, the social worker on Maui, the bilingual educator in California's Central Valley, such programs are an academic lifeline, allowing further professional growth that is of the greatest relevance in fostering faculty diversity on the nation's campuses. Ultimately, many of these persons will need the resources of a full-fledged university campus. But until they can make their way to such a campus or one is founded in their vicinity, they must prepare themselves to meet its requirements and continue their intellectual and professional growth. Their experiences will enhance rather than diminish the richness of the universities some of them will one day join and help to lead.

The Need for Women's Studies and Ethnic Studies

Regionally, culturally, or ethnically based centers are an important source of diversity on campus, not only for the faculty but for the curriculum as well. Women's studies programs have had a dramatic impact on a wide variety of academic fields. In the humanities in particular, they have led the way to wide-ranging reconceptualizations of methodology and focus. Historically, women and minority or exotic cultures have been marginalized in academic research and teaching, or treated from an external, often deprecatory, reductive, or sometimes even hostile perspective. The presence of academic programs and centers that address women's concerns and the issues of a multicultural world from a more internal and often more sympathetic standpoint has enhanced the catholicity of perspective to which universities aspire. Even the awareness of the existence of such programs, let alone familiarity with the work they have produced, can foster an atmosphere of pluralism and sensitivity that has not always been the hallmark of higher education.

But ethnic studies and women's studies programs cannot by themselves achieve the diffusion of diverse perspectives on campus. Nor can they be relied upon as the sole or even the main source of faculty diversity. To begin with, such programs serve a relatively limited constituency, and efforts to make their course offerings mandatory are often heavy-handed and intrusive, generating more hostility than intercommunal understanding. Moreover, the content of courses offered and research produced by these programs can be seen as parochial or highly specialized. One way of overcoming the particularism endemic in such programs is to supplement their efforts with curricular and research activities of a comparative nature. Coursework construed along these lines lends itself naturally to the need of undergraduates for global perspectives, especially in core courses, and to the interests of graduate students and professionals who wish to develop interdisciplinary perspectives and intercultural dialogues. Searches that pursue comparativists will augment both curricular and faculty diversity.

Conclusion

From my vantage point in Academic Affairs, I see a gradual change in the demography of the professoriate, with more women and minority faculty entering the profession. More women are studying engineering and astrophysics, more women are entering the professions and business. Some of their mentors are female, but more often than not they are male faculty. We have more sexual harassment complaints but also new policies and procedures to address them. It is not clear that the incidence of sexual harassment itself has increased.

The curriculum is becoming more inclusive, from the general education core to the graduate seminar. More excellent and critical scholarship in women's studies has been published and many fine journals have flourished. Much of the early support of this field came from the major research libraries in the United States. It is their early and courageous decision to collect and showcase much of this scholarship that led many universities to acknowledge Women's Studies as a bona fide field of scholarship and to fund instructional programs and research centers in feminist studies.

As in many cases the vanguard efforts of faculty colleagues in the research libraries inspired a profusion of courses, term papers, theses, and dissertations on the largely neglected women's experience. Research libraries are an important agent of curricular and scholarly change on many campuses. They continue to be the guardian of the diversity in our scholarly output, the lifeblood of our academic community.

DEAN JACKSON: Thank you very much, Dr. Goodman. Our next speaker is Dr. Franklin Odo, who is a professor and director of the University of Hawaii's Ethnic Studies Program. He also is current chair of the Manoa Campus Commission on Diversity. Franklin did his undergraduate and graduate studies at Princeton and Harvard Universities. He is widely published in the field of ethnic studies, and locally he's very active and in the leadership in the state to establish the first statewide ethnic museum. Before returning to Honolulu to take up his duties at the University of Hawaii, Franklin was with the California State University system, where he was involved with ethnic studies. And since returning home to Honolulu, we have seen our ethnic studies program grow and produce some outstanding students and leaders in this area. Please welcome my good friend and colleague, Dr. Franklin Odo.

DR. ODO: Thank you, Miles. Let me, in the few minutes we have allotted to us, try to do a couple of different things. I want to start with a story. When I was teaching at UCLA in the late '60s, there were a number of these ethnic studies programs that were begun by student and community demonstrations. And some of you may remember these at San Francisco State, at Berkeley and so on. And in many cases these took the form of strikes, of protests, sit-ins at administration buildings, and so on. At Cal State–Long Beach, where I taught for five years before I came back home in 1978, there was a group called Oriental Concern. And I thought it was appropriate; they did two things to demand that an Asian-American studies course be provided by the administration. First, they sat in at the library, which I thought was quintessentially Asian-American as far as the stereotype went on where they would be. But the other thing that they did that broke that stereotype was that they chained themselves to the stacks. So I thought that was a cute story that eventually led to a flourishing program there. And things have changed a lot.

Dean Jackson has told you that my training was at Princeton and Harvard, and it was a fairly classical kind of training back in the late '50s and early '60s. And I want to just point to that because it seems to me that it does show something about the nature of change and the direction of changes that have taken place both in the academy and in our society at large. When I was in undergraduate and graduate schools, there was no hint of anything called women's studies or ethnic studies. And a lot of the good work that came out of those movements came out of the political arena of anti-war and civil rights movements that took place in the late '60s and '70s. That legacy is one that at least some of us have tried to honor by making sure that the academy had a responsibility that had to be broadly but generally applied to the issues kinds of things that were going on both around the world and at home. And it seems to me in that sense that we haven't come very far if we look at the riots in Los Angeles or the kinds of conflicts that are taking place in society at large today.

The old system was extraordinarily irrational, it seems to me. Let me tell you that in my family both my parents are still alive and bilingual and bicultural. My dad was born on Kauai here; my mom in Colorado. They were taken to Japan by their parents, who were immigrants, and they received most of their formal education in Japan. But they were quick learners, and when they came here to marry in Hawaii in the mid-1930s, they were both fluent and capable in English and Hawaiian society. But when I was growing up, in their zeal to ensure that I would be able to function best in American society, they not only did not encourage me to learn Japanese, they actively discouraged me from wasting my time and doing that.

When I went to Princeton as a junior, I started taking Chinese because I thought I was going to be a China scholar. Then I eventually went on to learn Japanese. If you remember back to the early '60s, the post-Sputnik years, there was a lot of money going into national defense foreign language scholarships. While I was at Harvard I lived probably better than at any other time in my life, affording decent wines, which I had come to know as a bartender at Marblehead, Massachusetts. It seemed to me so extraordinarily ironic that society had discouraged me from learning a language at home and then paid me thousands of dollars, tens of thousands of dollars, I'm embarrassed to admit, to study Japanese later.

At the University of Hawaii at Manoa, we've never had a majority white population. Although we may not offer a way in which other states or regions of the country might replicate the kinds of experiences that we've had, there may be a couple of things that may be worth discussing. The first is that the tremendous increase in the numbers of minority populations across the country are alarming to some but certainly a reality. The fact that, in the early twenty-first century, states like California, Florida, and New Jersey may well have tremendous minority populations is something that cannot be avoided.

In Hawaii, at the University of Hawaii, we have a very interesting pyramidal type of population and power relationship that occurs. And I just wanted to outline some of that with regards to university governance. If you look at the political structure from the governor, who is part Hawaiian, to the lieutenant governor, who is Filipino, to the elected legislators, of whom we have a distinguished member here with us this morning, you find perhaps two thirds of the elected and appointed officials to be of Asian-Pacific-American backgrounds, which is roughly the population at large.

At the University, however, you will find that the regents who are officially charged with deliberating and determining policy have a fairly diverse view. But in Bachman Hall, which is the top administration level, you begin to find somewhat less of that diversity. Although here, too, where the president's and the vice president's levels are fairly politically charged arenas, you will find a fair amount of diversity reflected. But if you get to the deans and directors — thirty-six — you'll find that they and the chairs and department heads are overwhelmingly white male. The faculty Madeleine told you about. The secretaries and clerks at the University of Hawaii at Manoa, and probably throughout the system, I would venture to guess, are 85 to 95 percent Asian American, most of them Japanese-American. If you look at the custodians, you find most of them brown minorities — Filipinos, native Hawaiians — although 30 percent of that group is also of Japanese descent. We have an inverted kind of pyramid of representation here, and I think more needs to be done. I started by saying that people went to the libraries to try to make their points be known. I wish you all luck in not having this sort of demonstration take place in your own institutions, and I agree with Madeleine that we are very much appreciative of the kinds of work that you've done. I hope you can support us in trying to diversify the rest of the campuses. Thank you very much.

DEAN JACKSON: Thank you very much, Franklin. Our next distinguished speaker is Senator Eloise Yamashita Tungpalan. Senator Tungpalan is chair of the Senate Higher Education and Culture, Arts, and Historic Preservation Committee for the State of Hawaii. She also is Vice Chair of the Senate Housing Committee. She was elected to the State Senate in 1987 after having served in the State House of Representatives from 1980 until 1987. She has worked as a management analyst, researcher, and instructor for the State Department of Budget and Finance. She is a Phi Beta Kappa graduate in History from the University of Hawaii. Senator Tungpalan is known for her work in community causes, and she gives much service and activities to causes related to diversity in the state. It gives me great pleasure to present to you Senator Eloise Yamashita Tungpalan.

SEN. TUNGPALAN: Aloha. That's the one word you have to learn before you leave Hawaii. It's really one that's quite universal. When we say "hello," "goodbye," or "we love you," we say "Aloha."

This year was particularly interesting because my daughter is at the University of Hawaii, where she serves as a senator for the Associated Students of the University of Hawaii and is the lobbying chair. So I get lobbied one hundred percent. She's the only lobbyist who has access to me at home. Because of her, we were able to push through Senate bill 1137, which relates to tuition waivers. She lobbied not only my committee and the finance committees in both houses, but she lobbied everyone she saw in elevators and hallways, even in bathrooms. She's quite an avid supporter of the tuition waiver bill, which we successfully passed, that will allow for 250 more Hawaiian students to be educated at the University of Hawaii.

One might say, "What does that mean?" Well, the current number of tuition waivers is something like 30 for Hawaiian students and Filipino students and others who are underrepresented. As you heard from Dr. Odo, there is quite a serious problem of underrepresentation. And we have been trying to address that in the legislature as well as at the University of Hawaii.

The selection of your topic is really timely because of the fact that we are now going through the hundredth anniversary of the overthrow of the Hawaiian Kingdom. Now, what that meant to some of the Hawaiians was that they had one nation, and it was taken from them. Hopefully, through bills such as sovereignty, a measure that passed this year, they hope to recoup some of the nationhood or the essence that was theirs a hundred years ago. So people might say, "What's the big deal?" Well, this is the land of Hawaii, the land of Hawaiians, and yet they are dying in greater numbers than other ethnic groups. They unfortunately not only have the highest infant mortality rate, but they have the highest rate of cancer and diabetes. They also tend to score poorly on scholastic aptitude tests in most of our public schools, and they have unfortunately one of the lowest representations in student activities on campus. Part of it, of course, stems from problems at home, low self-esteem, and lack of opportunities, and that's why we hope through the tuition waiver bill that we can address this concern.

The ultimate goal in our efforts for diversification should be the development of a university community that fully embraces the values of diversity. It needs to be kept in mind that the university community includes not just the students and faculty but also others, such as the clerical, maintenance, administrative, and technical staff. All too often these groups get forgotten or are not thought of as integral parts of our university community.

Diversifying our university can be approached in a number of ways. As a state legislator, and particularly as Chair of the State Senate's Higher Education Committee, I would like to discuss two areas that we hope to diversify. The first pertains to increasing the representation of minority students, faculty, and staff, and the second concerns diversifying the curriculum. Promoting and encouraging diversity is especially important when you look at the fact that we are a publicly supported institution. As a public institution, the university needs to provide equal access; it needs to be fully opened to the people who support it.

As you are aware, Hawaii has a wide diversity of peoples in its culture. Our 1.1 million population includes European Americans, who we call "haoles," which means foreigners — nothing derogatory — and they represent 33 percent of the population. Of the remaining 67 percent, 22 percent are Japanese Americans; 15 percent are Filipino Americans; 13 percent are native Hawaiians; 6 percent are Chinese Americans; and 3 percent are African Americans. Smaller groups of Portuguese, Koreans, Samoans, Vietnamese, and others comprise the rest. However, at the University of Hawaii at Manoa, the main research and only doctoral degree-granting campus in the state, several of the above-mentioned groups are underrepresented. For example, native Hawaiians and Filipinos comprise only 7 and 9 percent, respectively.

The legislature and the university recognize this underrepresentation, and we have developed several programs, one of which I would like to spend some time talking about today — the Office of Student Equity, Excellence, and Diversity, or SEED. It was established in 1990. The SEED office coordinates a number of existing programs for minority, nontraditional, disabled, educationally disadvantaged, and women students on the campus. These programs include Operation Kua'ana, which is a support service for the native Hawaiians; Operation Manong, which is a similar program for Filipinos; and the Center for Adults Returning to Education, such as nontraditional students who are senior citizens. We also have "Kokua," which means "help" in Hawaiian, and the College for Opportunities for Academically High-Risk Students. We also have the Women's Center, which provides support services for women. Through the SEED Offices, task forces on Southeast Asians, African Americans, Samoans, Pacific Islanders, gays, and lesbians have been organized. As is evident, the SEED office addresses several dimensions of diversity including ethnicity, age, disability status, gender, and sexual orientation. It is just one of numerous programs at our campus. There are others also. And it might be noted that since 1987, native Hawaiian enrollment at the University of Hawaii has risen 37 percent, while Filipino/American enrollment has risen 35 percent, and Pacific Islander enrollment has risen 20 percent, by far the largest increase among the various ethnic groups at the University of Hawaii.

However, as mentioned by Dr. Odo, faculty at UH–Manoa is somewhat underrepresented when you look at the population here in Hawaii. Native Hawaiians compose two percent of the faculty; Filipino-Americans are one percent; African-Americans are two-tenths of one percent; and Japanese-Americans compose only thirteen percent. Out of a total of 1,300 tenured or tenurable faculty members, European-Americans compose 69 percent. In terms of gender, women represent only 26 percent of the tenured or tenure-line faculty, although they represent 54 percent of the students. I might note that the University of Hawaii system includes librarians among their employees.

To address this problem of underrepresentation among the faculty, the University conducted a study entitled "Ethnic and Racial Minority Faculty: Their Experiences at the University of Hawaii at Manoa." The study found that many minority faculty feel devalued, unappreciated, and treated like second-class citizens who must prove themselves in ways that their white peers do not, and that many majority faculty, particularly those recruited from the mainland, are perceived to make little or no effort to accommodate cultural differences among their colleagues in the community at large.

The study also reported that many minority faculty perceived the University, its policies, and curriculum as rigid, elitist, and Eurocentric. The study recommended three things: increasing the number of minority faculty, making deans and department chairs responsible for retaining and promoting minority faculty, and recognizing minority faculty for their academic and community service accomplishments.

I understand that the SEED Office is arranging with several organized discussion groups this summer to build awareness and understanding of the problems and concerns of minority students and faculty at the University of Hawaii. As librarians, you can play a significant role in enhancing minority representation among faculty, staff, and students through your daily contact with individual members of those groups. You can encourage the minority students whom you assist to consider library science as a possible academic field. Librarians also can contribute substantially to the academic success of minority students and faculty through their personal assistance and referral services, which you originally provide.

The other area of concern with diversity at the University of Hawaii is that of curriculum diversity. Diversifying the curriculum to include a multicultural perspective is a process that already has begun at colleges and universities throughout the United States. A recent survey and sample of 200 colleges and universities found that 34 percent have a multicultural general education course requirement for graduation. A basic rationale for enhancing diversity education is to respond to the academic challenges presented by the changing demographic composition of our universities and nation. By the year 2000, ethnic minorities will comprise one-third of the United States population, and women already represent a majority of college students. The University of Hawaii System's diversifying of its curriculum is an especially important consideration because of the multiethnic population that the university serves. Questions need to be raised as to whose perspectives are underrepresented in the values and ideas being taught, thereby silencing those held by others. Students from Hawaii, who comprise 87 percent of undergraduates at the University in Manoa, have a right to learn about their cultures, languages, histories, literature, ethnic identities, and present social realities.

Cultural diversity of our students should be valued and appreciated as a positive resource rather than disparaged. At UH Manoa, Hawaiian study majors now number nearly 70 students, a sufficient testimony to the benefits of diversifying curriculum. Students — Hawaiians and non-Hawaiians alike — can be heard conversing in our Hawaiian language throughout the campus. This is quite a phenomenon, but it started at one of the schools that I represent. Today I was at a meeting before I came here, and it was quite nice to hear the lilt of the Hawaiian language among the young students who can converse in and out of Hawaiian. And I thought that was really remarkable.

At UH-Hilo on the island of Hawaii, native Hawaiians have their highest enrollment in the university system at 17 percent of the students. Substantial representation can be attributed to the specific programs for native Hawaiians and developed programs, such as the Hawaiian Language curriculum and the Center for Gifted and Talented Native Hawaiian Children. In fact, it's so well populated that they're meeting in hallways, and this year we had to provide monies for a temporary building.

Through its curriculum and faculty, the University of Hawaii has a major role to play in revitalization of the Hawaiian culture and in the creation of education opportunities for native Hawaiians. The state legislature, as I mentioned earlier, also supported this effort and recently provided for 250 tuition waivers for native Hawaiian students. We have an Office of Hawaiian Affairs, and I petitioned them to match the 250 waivers that the State will be providing. They concluded that, if it is at all possible, they will use special funds to match 250 waivers that will be given by the State. So there will be 500 more students on campus of Hawaiian ancestry next year.

I have discussed curriculum diversity primarily in terms of a multicultural perspective. Certainly, diversifying the curriculum can include other dimensions such as gender, sexual orientation, class, religion, and age. As librarians, you make a substantial contribution to curriculum diversity by informing interested faculty regarding recent publications in the above areas. I wish to thank you and hope you continue learning about our culture.

I heard from John Haak that you will be visiting the Big Island tomorrow. It's a very beautiful island, and the University's Hilo campus is on that island, where, as I mentioned, 17 percent of the total population of students are Hawaiian. This is where Kamehameha started his kingdom. I hope you will have a chance to meet many of the students and faculty that matriculate and teach at our University-Hilo campus. Aloha, and come back again.

DEAN JACKSON: Thank you very much, Senator Tungpalan. If I had to give my remarks a title, it probably would be something like this: "The Frustrations and Successes of a Dean in the Cause of Diversity." My brief remarks would be concerned with diversity at the School of Library and Information Study. And second, I'd like to just say or share some of my observations about problems of recruitment of minorities into this profession.

The School of Library and Information Studies at the University of Hawaii was established in 1965 to offer graduate study in library science. From the very beginning, the majority of the students in the program have been non-white. This pattern has persisted for 27 years. In 1992 and 1993, 65 percent of the 200 or so students enrolled in the program have been Asian-Americans, Pacific Islanders, and other minorities. Approximately ten percent are international students, primarily from Asia and the Pacific region, mostly coming from China, Taiwan, and Hong Kong, with small representation from the Pacific Islands and other Asian states. Eighty-five percent of the 1991 graduates were employed in libraries and closely related information-type agencies and organizations six months after graduation. Not all of them remained in Hawaii, of course. The majority of our international students from Asia, I have noted recently, are returning home. And I expect this pattern to increase as immigration becomes more difficult, it seems to be getting that way, and the job market gets more competitive in the State of Hawaii and on the mainland.

Despite our impressive enrollment mix, as I have described, we still are dissatisfied with our success in attracting more underrepresented minorities in the State of Hawaii, particularly Hawaiians, Filipinos, and African Americans. We've had moderate success in recruiting Hawaiians, through a special fellowship program that has been in existence since 1986. The program is funded by the Alu Like Organization, which is an organization that is dedicated to Hawaiian causes. The Alu Like Fellows at the School of Library and Information Studies receive awards amounting to $10,000. The students can be assured of support until they finish their degree. Prior to 1986, there were less than eight Hawaiians in the State of Hawaii who were graduate librarians. Since 1986, we have quadrupled the number of Hawaiians who are now employed in our libraries throughout the state. By now, I believe it is clear that the ethnic and cultural diversity in the School of Library and Information Studies is a natural result of Hawaii's demographics.

Let me just turn to the 1992 statistical report from the Association of Library and Information Science Education (ALISE). It revealed that 40 percent of the Asian-American master's graduates in this field who graduated from the School of Library and Information Studies — that is Asian-American, master's, or MLS graduates who finished the University of Hawaii — were male graduates.

For the Asian-American females, the School of Library and Information Studies graduated a total of 20 Asian American females, the largest number of females of Asian American extraction to finish any single School of Library and Information Studies among the 56 accredited programs. So, by and large, the School of Library and Information Studies does produce the largest number of Asian-American librarians in this country.

This leads me into a problem with which the profession is really faced. And ARL certainly seems to be aware of the problem. The ALISE statistics for 1992 reveal that in California the three accredited master's programs graduated only eight Hispanics, seven Asian Americans, no African Americans, and no native Americans. I think you're going to have a problem recruiting. As a dean and educator, I am particularly concerned that the Ph.D. in

Library and Information Studies nationwide had no American Indians graduate in 1991, no Asian-Pacific librarians with a Ph.D. to graduate in 1991, and there were five African-Americans and one Hispanic. I'm very much concerned about this as an educator and one who looks for minority educators to join our faculty. Furthermore, in 1991, more Caucasians received their masters degree than African Americans from two of the historically Black colleges and universities that are accredited to provide the masters degree in Library and Information Studies. That is, Atlanta University had more white graduates than they had black graduates. And North Carolina Central University in Durham, North Carolina, also graduated more whites than they did blacks.

Obviously, the problem of bringing more minorities into the profession is indeed a complex one. In 1990, during my tenure as President of the Association for Library and Information Science Education (ALISE), I alerted the members of that group to the problems of a decline in the number of minorities coming into the profession. Of course, we as a profession are not alone in this dilemma. On a national basis, most of the professions seem to be experiencing this phenomena. I personally don't feel the decline in minorities in the profession will correct itself. There is a very real need to come together — that is, educators and directors — to plan and lay out strategies to recruit minorities to the profession and find creative ways to encourage minorities to enter our master's degree programs. It's obvious that they're not going into the field now.

I'm very pleased to know that ARL is concerned about the diversity issues in their libraries. And I spent several hours yesterday talking with Kriza Jennings, who is your consultant on diversity issues. At least ARL has taken the initiative to face the problem. And I urge your board to enter into a dialogue as soon as possible with the Board of Directors of ALISE. I believe there was such a dialogue a few years ago between the American Library Association and the Board of ALISE. I don't know what happened, evidently not very much, based upon the enrollment we are seeing now in our programs. And let me add that library and information science educators are not guiltless in the matter of diversity. We have not fully exerted all of the efforts and creative ways by which we can encourage minorities to come into the field. I would be very pleased at the Annual Conference of ALISE in January 1994 to share with Tim Sineath, ALISE President, my experiences at this conference, and to reiterate to him and to members of my committee at ALISE the concern that ARL has for diversity in ARL libraries.

I would like to take this time to thank our panelists for their remarks and insight into this persistent issue. Also, I would like to thank members of the organization for allowing this topic to be a part of your program. Now, if there are questions, I feel sure that our panelists would be quite capable in answering them.

MR. SHIPMAN: Are there any questions? Statements?

MS. BAKER: I'm Shirley Baker from Washington University in St. Louis. One of the issues we run into on my campus with various groups, whether it's women's studies, African American studies, and now Asian studies, is a concern by the students who come from whatever group involved, about who the faculty are. On one hand, one wishes to have faculty of all types distributed throughout the university. On the other hand, there is a real desire that those people teach Asian studies be Asian. And we've been looking for a balance in that. And I wonder if the panelists would comment on that.

DR. ODO: Different institutions vary, I think, depending on the personnel, the individuals involved, the different philosophies and ideologies on this. In our outfit there are eight full-time, or close to full-time, people who teach, and we offer courses that deal with an introduction to the field of race relations, then ethnic specific courses. For example, I teach the one on Japanese in Hawaii. But we've had people who are not of Japanese descent teach that class more than once. And our feeling is that a mastery of the content and ability to empathize and support and mentor people is not genetic. But there is a real strong component to having some kind of a critical mass of people who are available, whether it's in the sciences or languages and so on. And I think it's a legitimate concern that the students have, including concerns about lifestyle, family, social relations, and so on that are difficult for people who haven't had a similar experience to empathize with and support. Madeleine, I know, has some remarks about that, because there are some things that an administrator at that level has to look at.

DR. GOODMAN: Thanks, Franklin. What we find in administration is that these topics, these areas of interest are covered in different ways in different departments. So you can have a women's studies program that has a particular set of faculty, maybe with a particular orientation to women's studies topics. And then you can have women's studies-like courses offered in English, History, Sociology, wherever. Usually, I would encourage that, personally. I don't feel that anyone has the right to monopolize any kind of academic subject matter. And I think the student has to make his or her way through this maze and find for themselves the mentor, the role model, that feels best to them. And so I really tend to encourage a pluralism and proliferation of these courses across the campus. If you end up having all Asian and Pacific studies over in the School of Asian and Pacific Studies, the rest of the campus tends to ignore the problem and tends to relegate it. And in fact what you did was sort of ghetto-ize the students, the faculty, and the subject matter.

My own personal view is that we want to spread it, diffuse it throughout the system, and have these areas that are identified and dedicated to this field of study. But it's in my interest to get a broader group of faculty involved and a broader group of students involved. There are many students that wouldn't take my sex differences course when it was offered under the women's studies rubric but would take it, the same course, when it was offered under the biology program. You even have to be sensitive to how the transcript looks for these students, and that's why we try to encourage pluralism and diversity as much as possible.

MR. HAAK: John Haak, University of Hawaii. I know we've had some discussion on the campus at Hawaii about different cultural approaches to learning, and you've also talked about mainland faculty coming here. Are there any programs on the campus to help faculty to appreciate these differences and to adjust their own teaching styles appropriately?

DR. GOODMAN: Is this a prompting question to give a plug for the Office of Faculty Development in Academic Support? We should have mentioned that we do a faculty orientation program for new faculty that gives a one-day workshop on the cultural diversity in Hawaii. It can be quite an adjustment. For some of you this is your first trip to Hawaii. It must seem fairly exotic, as it is for faculty who interviewed on the mainland. We don't have money to bring the candidates out here in every instance, although we'd like to. They come and they land at the airport, someone puts a lei around their neck, and five days later they're in the classroom. So it's difficult for them, and our students also have different patterns of learning and absorbing information. Many Asian-American students are more reticent in asking questions in class; it doesn't mean that they don't absorb the material. Faculty need to be aware of the differences in being forthcoming in a public setting, different approaches. We try to do this through faculty orientation. We also have a center called the CESOMHE, the Center for the Study of Multicultural Higher Education. We are, in fact, doing research on the way students learn at the University of Hawaii, because we're very interested in the retention of our students, especially those coming from underrepresented areas, groups in Hawaii. So it's an effort that involves all of us. And with it, we had more money to do more. But usually faculty tend to adjust fairly rapidly and are very happy and very pleased with the students and they tend to get wonderful student evaluations on the courses. So presumably they manage to get the material across.

MS. NUTTER: Susan Nutter, North Carolina State University, and now I'm speaking as President of ARL. Dr. Jackson, I just want you to know that we've heard you in terms of meeting with the ALISE Board of Directors, and I will raise this issue this afternoon at the Board meeting. What we've been talking about today is a very high priority for this organization, and the Board decided at our meeting on Tuesday that we are ready and need to take action immediately. And we're considering a report with a set of recommendations addressed to this issue. So it's an appropriate time to talk to the ALISE Board. We've talked to individual deans but, at least during my period on the Board, I don't think we've met with the ALISE Board, and that may well help us to use our resources most wisely. Thank you.

MS. TAYLOR: Merrily Taylor from Brown. I wanted to follow up on what Susan said by commenting that I think one of the things that the ARL Board and the ALISE Board could look at in terms of recruiting not only minorities in the profession, but the best people in general, is more effort to convey to the general population the challenges and the excitement in our profession. I think we still are not doing a terribly great job of telling people what we do. And I think we all have these stories certainly from our period in library school of telling someone we were in graduate school to become a librarian and having the reply be, "Oh, you need to go to college to be a librarian?" And that is still out there. So I think until we get to the point where people are seeing things in the media and in other areas that would lead them to even consider it we are fighting an uphill battle. So I hope we can take a look at that.

MR. DUREY: Peter Durey, University of Auckland, New Zealand. I was interested in the initiatives you're taking with native Hawaiians, because we face the same sort of problems with Maury people in New Zealand. And one of the problems that one of you mentioned is parental attitudes where the value of our kind of education just isn't perceived. You're obviously trying to increase the numbers very substantially. I wonder what initiatives you're taking, if any, to try and get over that kind of attitude from the family.

SEN. TUNGPALAN: There are a number of Hawaiian programs and a number of counselors who work with the families and help them orient their views toward higher education, perhaps allowing their children to matriculate at one of the university systems. I was a member of the University campus some years ago, and what we did was, first of all, approach the University program to ask for at least a hundred open-enrolled seats. These were students who were rejected by the University of Hawaii. We sought assistance from several clubs on the campuses, and we helped tutor these students who had first been rejected and later accepted in this special program. Of those students, a number of them did graduate and today continue in their services as counsellors in schools throughout the state helping other kids to pursue higher education goals.

We do have a system here dedicated primarily to educate the Hawaiian children who are primarily poor. Orphans are given first preference. They have set aside something like $6 million to educate Hawaiians in whatever campus and whatever system they want, not only here in Hawaii, but throughout the mainland. I know my daughter was one who took advantage of that, having been a graduate of a system school, and she received close to $20,000 in the first year while she was at Santa Clara. She missed the palm trees and the blue skies and the ocean, so she cried her way home. A parent's natural inclination is to have their children go on to higher education. My daughter, yes, is indeed a beneficiary of this culture and assistance. My son, however, is thinking more of surfing.

No matter what kind of attitude the parent has, no matter how great you are, it does start with a child. We try as we will and encourage as we will, but the child really has to be nurtured and fostered and, in some respects, led to the university system and encouraged. And we've been able to successfully do that through Operation Manong, a particular program that helps Filipino students. We also have one called Operation Kua'ana, which also helps Hawaiian children. So with these efforts, we've achieved a 37 percent increase in the number of graduates who are Hawaiian and 32 percent for Filipinos. There are some gains.

MR. SHIPMAN: No more questions? Well, I'd like to thank Dean Jackson, Professor Goodman, Professor Odo, Senator Tungpalan for their presentations today. I'd like to thank you for your fine questions and attention. Let me point out a few things, please. Program Six will convene at 1:30 p.m., in the Honolulu Room, where we'll be hearing about the possibilities of fund raising in the Pacific Rim. Once again, thank you.

PROGRAM SESSION VI

TAPPING ASIA'S ECONOMIC PROSPERITY: PACIFIC RIM FUND RAISING SOURCES

TAPPING ASIA'S ECONOMIC PROSPERITY
PACIFIC RIM FUND RAISING SOURCES *

Emily Mobley, Convener
Purdue University

Ronald A. Morse
Annapolis International

Katherine E. Jankowski
Jankowski Associates

MS. MOBLEY: I'm Emily Mobley. This session, Session VI, is on Tapping Asia's Economic Prosperity: Pacific Rim Fund Raising Sources. Now, we have been regaled these past two days with information about the efforts by the academic community to bring information, technology, and diversity to the various countries of the Pacific Rim. On Thursday, Program I gave us an introduction to the region itself and the research implications of the Rim's cultural and physical growth. Program II addressed the challenges of conducting research in such a vastly diverse cultural arena as the Pacific Rim. The luncheon program and Program III identified the cooperative efforts on both a regional and international scale to bring informational technology to academic libraries. In Program IV this morning, we identified the current status and ongoing developments in research libraries in Japan, Korea, and Australia. And in Program V, we addressed the need for the recognition and recruitment of all of the diverse cultures of the Pacific Rim in order to enhance the dissemination of scholarly information.

This afternoon's session is probably one of the most important because it addresses ways in which we pay for automation technology, information networking, and scholarly communications. Our presenters will inform us of the various fund raising opportunities available for Pacific Rim research libraries and how these libraries should fund their increased knowledge base. We will also examine the sources of corporate and foundation philanthropy that support research libraries in the Pacific Rim. I'm sure that you will join me in welcoming Ronald Morse, President of Annapolis International, and Kathy Jankowski, Executive Director of Jankowski Associates. The two of them desire to do their "road show" together instead of giving separate presentations. I've been asked to tell you that anytime you have a question, please ask your question at the time it is burning in your mind; don't wait to the end of the presentation.

Before they begin, I'll tell you a little about them. Dr. Morse received his Ph.D. in Japanese Studies from Princeton University and is President of Annapolis International, a research and consulting firm. He's an Adjunct Professor of International Business at the Fletcher School of Law and Diplomacy at Tufts University. In 1981, he founded the Asia Program at the Woodrow Wilson International Center for Scholars and is the author of over a dozen books, including *The Fund Raising Guide: Inside Japanese Support*, published in 1992. He will present his overview of the various fund raising opportunities endemic to scholarly communication in the Pacific Rim region.

Katherine Jankowski's company specializes in researching, creating data bases, and publishing information on corporate, private, and individual philanthropy and providing customized research for domestic and international clients. Miss Jankowski is the editor of several fund raising directories, including *Inside Japanese Support*, *Directory of International Corporate Giving in America and Abroad*, and the *Directory of Corporate and Foundation*

Givers. She will be addressing the philanthropic efforts of the private sector, mainly corporations and foundations, in supporting the academic community and scholarly communication. This is all something we work with every day, so I'm sure we will welcome this presentation.

MR. MORSE: I'm going to start it off, and I think what we're going to do is just take the mike and move it back and forth. The reason that I think it's important that we do it this way is that I know Asia — I've done a lot of fund raising in the field — and know what's going on in Japan. Kathy focuses mainly on the fund raising that the Asians are doing in the United States. The two reasons we got into this were that I thought the field shouldn't be just dominated by a few people who basically were fund raisers and that the field of fund raising in Asia, which I don't find all that different from fund raising in the United States, should be made clearer and more easily understood. So we worked with the Taft Group to produce this book that we published a couple of years ago. Kathy continues to have a hand in publishing newer editions of *Inside Japanese Support.*

The two of us sat down to figure out how we could do something, and we wrote the introduction to the book together. I wrote about what it's like to raise funds in the field and with the Asians themselves, and then she focused on the Asian-supported foundations in the United States that the Japanese, Koreans, and other people have set up. And so we examine both sides of the equation. And for that reason, it is useful to talk about what's going on in Asia and then talk about what's going on in the United States simultaneously. So what we'll do is just sort of bounce back and forth, based upon the overheads and the subjects.

Fund raising is about people. People giving money to people. The situation is no different in Asia than it is in the U.S. People are at the heart of philanthropy, and fund raising is about people helping people.

We're going to do a series of things. One is explain what's happening in Asia. You've already heard a lot about that from other speakers. We also will explain how what is happening relates to the kinds of things that are taking place, information systems, for acquisitions, to reduce your costs in foreign acquisitions, to benefits from Japanese technology, and online information systems. A lot of people have spoken to you about how important Asia is in the Pacific. In the past, libraries have always taken the view that they're building for the future. And there is no question that, in the next 200 years, Asia is going to be the place where the most significant economic growth and the most important developments in science and technology are bound to take place. We already see that happening. So even for libraries that today have no Asian focus or specific Asian focus, I think it's very important to begin the process of developing their resource base and the materials that future generations will be able to benefit from.

A lot of the academic materials that are in major American library collections is historic or has historical value. But the thing that I detect — and this is true, I think, even at the Library of Congress and other places — is that the action in Asia today is economic trade and science and technology action. And Americans will increasingly be tapping into those resources, what business schools, what lawyers, what people in professional capacities need. Quite often, these are not the things that are being collected in the United States. We're tending to collect only more what you call "narrowly focused" scholarly materials. An Asian studies program in a university ends up serving very limited purposes if it's just an Asian studies program. It's because the people who really want to know about Asia are in the business schools, the professional schools, and places like that. Libraries are so important because they reach all constituencies. You can do acquisitions and things like that for the whole library, not thinking of it as an Asian studies focus, because the books, the articles, and the magazines that are very important to biotechnology, competitiveness, and things like that have to be available to professionals in all walks of life today. The United States cannot compete in the current world situation if it doesn't know what's going on in Japan. And only about five percent of the literature from Japan gets translated into English. So there are all kinds of reasons why libraries have to take leadership in diversifying their focus on the Asian field.

The three countries we're going to focus on — really the three wealthiest countries in terms of funding sources — are Korea, Japan, and the Republic of China (Taiwan). There are also foundations forming in mainland China. There is some philanthropy happening in Indonesia. There is some activity in Thailand. There are a number of things happening in other countries. But these three are the countries that traditionally have close relations with the United States, ... have a bias or an interest in making sure that U.S./Japan, U.S./Korea, U.S./Taiwanese relations are good. They're the ones that are most willing to give money to support American institutions.

The other thing to keep in mind — the reason Taiwan and even Hong Kong are important — is that Hong Kong, Taiwan, and mainland China are becoming integrated, and so future access into the People's Republic of China (PRC) is going to be an important part of that. For funding purposes, right now Taiwan does more in this regard with the United States than these other countries do.

Growth rates in the Pacific Basin are just outlandish. Just to give you a sense of magnitude, Japan's economy is 60 percent the size of ours — it's a $4 trillion economy. The southern-most island of Japan has a GNP that is the same as Australia. The southern prefecture in Tokyo has the same GNP as the Netherlands. So we're not dealing with a small country in terms of size of financial resources.

The other Asian countries are also all growing very well. If you put Japan and Asia together, it's 30 percent of the world's wealth today. And it's going to just grow much faster. Even if you exclude a billion Chinese, the coast of China is three times the size of Europe in terms of population and wealth today. The latest prediction is that Asia will grow about 7.2 percent. Thailand, Singapore, Malaysia, probably Indonesia will grow at 6 percent. China is at 10 percent — you've all seen that in the newspapers — and then Japan is about 3 or 4.

If you say, "Well, what's going on with Asians in the United States?", then the expert on this is Kathy.

MS. JANKOWSKI: When I first started doing research on international philanthropy, it grew out of just the general research that I do on corporate philanthropy. We decided to take a look at what the U.S. subsidiaries of foreign firms are doing in the United States. This was about five years ago. Then, of course, in the last three years, because of the heightened interest about Japan and Japan investing in the United States, Japanese philanthropy became the hot topic and was seen as the major growth area in corporate philanthropy.

Corporate philanthropy has stagnated; it's not growing. Nonprofits — with the recession and with the downsizing of the government over the last ten years — have had to look outside in more systematic ways for funds just to maintain operations. With the Japanese investment coming into the United States, pressure was put on Japanese companies to "when in Rome do as the Romans do," and begin philanthropy programs. But getting involved with Japanese philanthropy is a lot like when your clients come in to the library and you say "Well, let's look on the OCLC system." They have no idea what OCLC is, or they don't understand the language of librarians. In fact, you serve as an interpreter of what the systems of the library are.

In Japanese philanthropy, what we're going to be going over today are organizations and the language of Japanese philanthropy and of corporate philanthropy and of the relationships between donors and givers, so you can feel comfortable going out there knowing what the Keidanren is, who JETRO is, why you should know who they are, why you need their newsletters, what are the main directories, who are the organizations, and where to get information about them.

Japanese investment in the United States — foreign direct investment — is second to Great Britain and totals $83.5 billion. In the late '80s through 1990, hundreds of millions of dollars were pouring into the United States. Japanese investment in the United States has considerably leveled off, it's not growing at the rates that it was just a year and a half ago. But it still is more than $80 billion. The third largest foreign investor in the United States is the

Netherlands, which is probably at about $60 billion, and after that it really tails off to Germany at about $27-28 billion and down the row.

In 1991 Japanese corporations had over 1,500 plants in the United States, over 1,700 headquarters companies, main subsidiaries, or affiliates of Japanese parents, and over 3,000 operating companies. They're dispersed throughout the United States. There is at least one Japanese plant or company in every state in the United States. Japanese companies in the non-bank sector employed over 504,000 Americans in 1990. And U.S./Japan cooperative agreements are growing. One-third of all U.S./Japan joint ventures, joint technology activities, are — one third of all U.S. joint technology agreements are with Japan, and the most important areas are high-technology industries.

MR. MORSE: One of the things that I think is very important for Americans to understand is that, for the last 40 years, in our universities we have essentially trained every leader, every business executive, almost every person of importance, in almost every Asian country. And there is a tremendous amount of good will out there. There are many people who have close ties to American universities and American institutions. They speak English. You can go to any of the cities in Asia, and the leaders all speak English. These are the people who have always looked to the United States for leadership, the way we've done things, democracy. Also, the whole shift in Asia towards modern society is very much along the lines of ours. So there is a lot of common ground that can serve as a basis for working together.

The idea that Japanese, say, is an exotic language really doesn't make much sense. The big thing, the one difference with us is the nature of the relationship between government and society. We're a society that has a long tradition of volunteerism, a third sector, an independent sector, of philanthropy and charity and giving. In Asian countries, the Confucian tradition has meant that the state has had a very important role in supplying social services. And individuals paying for those social services expect the government to take care of welfare issues. And for that reason, they've established foundations for less charity-oriented reasons — student exchanges, travel, and science education.

Asian corporations, now that they're becoming multinational companies, are becoming much more involved in corporate citizenship. But most places, like in Japan, when it comes to crime or the handicapped, almost any issues you can think of, that in this country we raise money for, are handled by the government. And so the tradition of philanthropy in Asia is much weaker than it is in the United States. But with the new wealth that's being created out there, people are essentially following what we are doing. If you go anywhere in the United States any time, whether it's Johns Hopkins, Indiana University Center for Philanthropy, wherever it is, there are hundreds of Asians there, studying philanthropy, studying how to set up foundations, how to develop volunteer groups, and so on.

What's happening — and this is especially true in Japan — is that they understand what we're doing. And they're setting up the same institutions. If you went to Japan today, took a tour of foundations, and saw factories that use the handicapped or talk to other groups, you would find very little in the way of cultural dissimilarity between what you do and what they do. So there is an immediate way of forming linkages.

Consider libraries. Again, in Asian countries, primarily there hasn't been a tradition of "public" libraries. For that reason, there are state universities. As you heard this morning, Mr. Kuroda talked about that and the same thing in Korea. You have a state library system, state university system, national state, national libraries and universities, but then in the private areas there aren't many libraries. What happens is people buy books in bookstores. So one very important source of funding for you in Asia, as distinct from the United States, is huge publishing companies. Publishing companies are independent, and they have tremendous sales. Any of you who have been to bookstores in Asia know what bookstores are really like.

Take newspaper companies. Newspapers own television companies, have their own publishing companies. And these are integrated companies that have tremendous resources that are very interested in book culture and the preservation of books and information systems. Once you get through these sort of very simple distinctions about the way the private sector works in some of the institutional relations with regards to libraries, then approaching fund raising is quite similar.

The tax structure is another issue. In Mr. Kuroda's statement, he pointed out that the Ministry of Education controlled the university system. Well, in these countries, for example, any foundation that's established in Japan, Korea, or even Taiwan has to register with the appropriate ministry (Health or Education) that holds jurisdiction. It is not like in this country, where to form a nonprofit you don't need any governmental approval other than your tax status. In Asia, the government has a much larger role in sort of the monitoring of institutions. Also, because the government has assumed these responsibilities, they are not very generous with tax deductions for contributions abroad.

In Japan, they have formulas for different types of charitable giving. It's not like here where an individual here just takes a tax write-off for a gift. And it's not the same with foundations, where they get complete nonprofit status, and corporations are allowed to give gifts directly. That's one reason why you see quasi-government bodies like the Japan Foundation or the Center for Global Partnership. They are pipelines through which corporations can give money, get their tax deductions, and give abroad. In Japan, there are several of these sort of "pass-through" agencies that can do it. Another important thing is that most of the people who give money don't care about the tax deduction. If you get a grant from a corporation — with the exception of through the Federation of Economic Organizations, which is an organization of Japanese companies — they handle the tax problem. And you don't have to worry about their internal tax status too much. All you have to do is get them to commit to give you the money and let them work out the tax issues. But the incentive of the tax deduction as a form of charitable giving is not really significant to their giving in the Far East yet.

QUESTION: Has there been a change recently in Japanese tax laws?

MR. MORSE: They've changed it gradually in several ways. Like I said, first they created these pass-through tax-deduction organizations. Then they created certain organizations that the government recognizes for corporate giving. And then there have been a few other adjustments. But still it's not the straight gift tax deduction. Inheritance taxes, at least in Japan, are 50 to 70 percent. Find somebody — and Fidelity Bank of Boston is doing this in Asia — who is trying to develop planned giving with certain Japanese so that they can get around a huge tax payment for inheritance taxes.

Most of the money that's come to the United States from Japan — the big money — has come through either government foundations or through direct corporate gifts. For example, Massachusetts General Hospital got a gift of $85 million for a skin research facility. And there have been lots of other gifts. Harvard University has received about $100 million from the Japanese. A lot of the places that have traditional ties to Asian studies, like Stanford, have received significant grants. But the big grants in the future are going to come in the new competitive corporate areas of electronics and chemicals — basically in the areas of business that the Japanese, Taiwanese, and Koreans are moving into. So in Korea, as well, the biggest foundations are funded by the biggest trading companies. And then there are small government grants — the new Korea Foundation, which is very important. It's modeled on the Japan Foundation. In Taiwan you have the Chang Jing Guo Foundation, which is another government foundation. Fifty percent of all these foundations give their money to the United States, because they want to cultivate good relations with the United States.

MS. JANKOWSKI: One of the interesting changes in the past year or so with Japanese philanthropy in Japan is that the media was very skeptical about whether this was just a gimmick, whether it was just advertising disguised as corporate social responsibility, good corporate citizenship. You can see from that graphic that Ron just had up how complicated the thinking is already after studying philanthropy for just five or six years. Is it a business strategy? Is it public relations? Is it pure philanthropy?

As government has joined up with several local organizations to provide for different services — they're doing environmental studies — the media seems to be coming around, thinking well, maybe this corporate philanthropy is not just sponsorship. And with art in particular — many companies are involved with corporate art sponsorship; that's one way, one area where it's remained separate in Japan — they still see art sponsorship as art sponsorship. But in other areas, in the human services areas and in giving overseas to development and to improving U.S./Japan relationships, they're looking at it in a pure perspective.

MR. MORSE: One of the things you have to be careful of as people who have to either work with a development office or work with your own development person who has to then work with the university alumni office or development office is that you have to be able to set the direction for a fund raiser. Very few fund raisers in this country have much experience in the Far East. Very few fund raisers have the language skills or familiarity with the countries that they deal with. Most of them are very comfortable dealing with the domestic foundations and a few foreign companies in the immediate university area.

The problem in Asian philanthropy is that, unless there is an aggressive program to systematically supplement your existing gifts program with the development of new courses — and it doesn't have to be Asian; it could be European or African or whatever — then it's not going to take place unless somebody gives them direction. There's always been a tension because — and it's not only with librarians, it's true with academics in general — going after money is somehow considered degrading. "I don't want to beg." "What we do is good stuff; why don't they just give me the money?" It's very hard to get people who are responsible for the programs to understand that others may not appreciate what they do.

What we are talking about is what a university president does, setting the direction for the profile of our funding for the particular effort that we have. I got into fund raising like most people do it — just sort of fell into it — and what happens is it turns out to be a lot of fun. And, as you know, library associations and libraries all across the country are forming their own foundations and interacting with the local community. And I think if you start to talk to people on the basis of what we explain today and begin to think about it, you're going to find fund raising quite interesting. Because what you're doing is not only achieving what this conference is supposed to do, which is diversify your awareness of Asia, but it's going to force you then to be able to meet with people and to talk about it and then to read about it. You're going to become very well educated about the subject in a very easy way. There is enough literature now, so that anybody can do fund raising on Asia the same as you do fund raising in the United States.

One of the big things, going back to the tax status question that was mentioned earlier, is that "individual" philanthropy in this country is very, very important. I mean 80 percent of charitable giving comes from individuals. That's not the case in Asia, where individual wealth has traditionally not been that important. That's changing. Hong Kong has a lot of wealthy people. Japan, because of recent economic growth, now has wealthy people. Taiwan and Korea have very wealthy people. But the tradition has been to hide that and not do major giving as a result of that. And so we have had to look more to corporations and foundations than you do individuals. However, if you have a wealthy individual who's connected with your facility, that's the best way to get the big money.

It takes about the same amount of time to raise $100,000 as it does a $1 million. If you're going to raise money, as a general rule, go for the big one rather than the little ones. Going back to what the gentleman asked earlier, the disincentives in Japan towards nonprofit activity, you can see the first one is the tax structure. There is a traditional lack of a sense of public awareness — why should I give money when my taxes should be taking care of this stuff? Volunteerism has always been within the family — they don't necessarily get out and do social activities. And then corporations have tended to look after their employees in total lifetime employment, and they don't think of it as necessarily important.

One thing that I think is very important for librarians to know is that Asian cultures have a tremendous respect for the book, culture, tradition, and learning. *USA Today* just showed that fund raising accounts, on the average, for about 9 percent of American library activity. I would say if you had to set a goal for Asia that you could probably boost your non-public funding for your institution by at least 2 percent over the next two or three years. And don't assume that they only give for Asian things. A very wealth man, Mr. Tsutsumi, the head of one of the largest railroad lines in Japan, just happened to be in England. He came across a poetry society, and the poetry society needed some assistance. So he wrote a check for $500,000.

Asians are also interested in western civilization — that's why they buy all our paintings — and culture. Princeton and all the major universities of this country have received large buildings for scientific purposes — biotechnology, etc. So if you have on your campuses or in your institution professional areas of interest, what you've got to do is allow the experts to identify their Asian counterparts and potential donors. What you've got to do is make sure that your fund raiser is saying to that biotechnology faculty, "Put library needs in your budget because those people are going to want biotechnology materials, and we're not going to be able to produce them unless you put us in your Asian fund raising. Even though it's not related to Asia, put us in for $50,000 a year for support for professional (i.e., library) services." You've got to work that way because the university as a whole will be tapping into these sources, and if they leave you out, you end up having to service them without being included.

The psychology of corporate philanthropy is the same in the United States and Japan. Basically, corporations want to have a good image. When they give money, they try to cultivate that good image. R.J. Reynolds and all the people who donate to campaigns, advertising, or various fund raising dinners want to get trust and respect from the community, and they do it through charities, sponsorship, education, and volunteers. In the United States, the Japanese have acted this way as well.

MS. JANKOWSKI: In the United States, the head of Minolta was once asked in an interview, "Why are you getting involved in philanthropy?" And he quoted Bob Dylan: "You don't have to be a weatherman to know which way the wind blows." When Japanese investments in the United States became front page issues, author Pat Choate came out with a book, *Agents of Influence*: "The Japanese are buying up America, and they'll soon export our cultural treasures overseas." The negative publicity to Japanese companies caused the nonprofit community to come to the Japanese companies and put pressure on them as well. Most corporations in the United States engage in corporate philanthropy. So the reasons why Japanese companies originally got involved with philanthropy in the United States was to offset negative publicity. They realized that philanthropy was good for business. The citizens of Chattanooga, Tennessee, when Nissan was building a plant there, brought them in and asked them to help build an art center. It became a strategic marketing aspect of Nissan's investment in the community.

The other thing that Japanese companies addressed when coming overseas to the United States was that it was one of the first times that their investments overseas caused this kind of anguish. Philanthropy became another way for them to take on the responsibility of multinational corporations and be more outward looking. Today, Japanese philanthropy is much more sophisticated. It's not trying to overcome negative publicity. Japanese corporations want to be seen as American corporations. Japanese philanthropy in the United States has really become grass-roots oriented, working within communities to have an impact in the social structure of the communities, with CEOs being recruited onto the boards of local art organizations, and accessing the business community through those connections. Japanese companies have decided to create connections within their communities. It's gone from just being a stop-gap measure to being very sophisticated, full-fledged corporate philanthropy programs.

MR. MORSE: A lot of publicity was given to the Japanese spending here in Hawaii. There was a Japanese gangster who started a big foundation in New York, the U.S./Japan Foundation. For a short period of time, people shied off a little bit, saying, "Should we go after that? How do we decide if it's okay? How do you do things, should you really take the money from these people, and what are the conditions they are going to put on what they want?" Let me say, other than the U.S./Japan Foundation in New York, which is the one that was funded by Mr.

Sasagawa, the World War II criminal, all the rest of the money is straight. None of it comes from illegitimate sources or anything like that. It's really money developed straight out of corporate assets and profits.

The Japanese goal, and this is true in Korea and Taiwan, is usually to promote the interests of their country. And to promote the interests of their company. And they want to do that in the same way any American company does. It's the reason why people put their names on buildings. You know, Carnegie wasn't a great guy, and Ford was not that great, but these are people who got their money the hard way and turned out to be great philanthropists. Well, the same thing is true in Asia. These people who got their money the hard way are going to turn out to be great philanthropists, and the big question is do "you" get the money or does somebody else get it? It's sort of like Jesse James and why people rob banks. Well, the money is there. You have to say why do you want to get involved with Asian philanthropy? Because that's where the future money is. It's just that simple.

You don't realize how easy it will be because you probably don't pay attention to the things around you that are available. But as librarians, for example, knowing how to use databases, knowing how to do searches on individuals, knowing how to do searches on companies, and knowing how to use the resource materials that are available is 30 percent of the job — just getting the information together — and the rest of it is very simple, too. You'd be surprised that there are tremendous resources around to start that process, and then, as you go down the line, it falls into the normal activities of development offices.

Now some of the development offices will say to you, "Well, I've got to go out to Tokyo to raise the money." You tell them they're wrong, they don't know how to raise money. Most of them don't leave the university to raise most of their money. They get on the telephone, they send faxes, they talk to the right people, they set the stage, and you go out to Asia to get the money when the check is ready. It doesn't take a lot of money to do the basic fund raising. It takes an awful lot of smarts, though, to do that. One important thing to realize is that most people in this country tend to think of foundations, because we're so used to foundations. And in this country, foundations are very important. In Asia, corporations are where the big bucks are. And this is why the business faculty in most of your institutions, the people who go to Asia frequently, can do fund raising on their academic trips.

The question is how do you get to people with resources? How do you get in the pipeline? Every time they come in the library, you have to interrogate them — that's what it amounts to. But believe me, all of that's in place. All of those connections are in place; it's just a question of whether you're talking to them and saying, "You know, it would be really great if we had a tea room or an extra carrel study area added on in that part of the building." Some Japanese student comes through whose father happens to own a big corporation, and they say "Sure, no problem." And the next day the check comes.

In this country, foundations demand a lot on the front end, they drag you out in between, and at the end they give you half of what you really want. In Asia, usually, there's not much up front. Once they give the gift, they don't care what you do with it, and there's not much after-reporting. And it's a much simpler process because they don't have this elaborate establishment of foundation review personnel. They don't have all of this paperwork and requirements. So a lot of the fund raising is much quicker and much easier to do than it is in the United States, because it's just not so labor-intensive. But remember, it's contact-intensive.

Most companies give a small percentage of total giving, not much different than the United States in terms of corporate philanthropy. But the important thing to recognize is if you know somebody who knows a high-level person in a Japanese company, you can get what you want. There is no regular giving program, there is a thing of "who do you know," does he like you, and will he write the check. And that's basically what it amounts to.

The Keidanren, the Federation of Economic Organizations, some of you have probably heard about. It's an association of Japanese corporations, the major Japanese corporations. And what they do is they have an internal philanthropy program. What they do is like this. You get yourself a couple of important people in Japan, they form a committee. They go to Keidanren and they say, "We want a million dollars for x library." And he says, "Get in line."

And so you get in line, and after about six months to a year, your time comes for the check-out stand. All of this was explained in the first edition of our book, *Inside Japanese Support*.

MS. JANKOWSKI: The majority of Japanese companies are giving between one and two percent of pre-tax profits, and that's pretty close to U.S. corporate philanthropy — the average is about 1.7 to 1.9 percent of pre-tax profits goes to corporate philanthropy. So even though it's young, corporate giving among the Japanese companies surveyed is up there in the same percentage rate.

U.S. corporate philanthropy abroad is growing. A lot of U.S. multinationals going overseas are beginning to incorporate philanthropy into their strategies. Actually, a couple of companies like IBM and Union Carbide have even set up foundations overseas.

We did a survey about a year ago of the top 100 U.S. multinationals to assess their philanthropy overseas, and over 37 of the top 100 U.S. multinationals are actually engaged in philanthropy overseas. And U.S. corporate philanthropy overseas totalled only about $260 million. Japanese philanthropy in the United States alone in 1991 probably totalled about $350 million. Add to that British philanthropy in the United States, which is about $55 or $60 million.

When you look at other foreign countries' philanthropy in the United States, the United States is not keeping pace with the international philanthropic movement.

MR. MORSE: If you look at philanthropy globally, as our economy doesn't do as well — the foundations may be able to sustain their investment portfolios. But the private sector, the corporations and so forth, are not going to be as generous as they used to be in the past. Just for that simple reason you have to diversify the funding sources.

One of the things that I think is very important is the presence of foreign students in the United States. You can see 50 percent of them are Asians. And if you look at the breakout in our overhead — the top ten by origin — they are all the countries you've been hearing about in the last couple of days. Most of you probably think language is a problem. If I have to translate something, if I have to send a fax out there, how do I know the people are going to be able to read it? How can I be sure I can get corporate information about the company that I'm interested in? It's very simple. All you have to do is get a couple of these interns or kids from the campus who probably work already in the library anyway and sit them down and say, "Go through the Japanese newspapers and find me 25 companies that are capable of sharing funding. Sit down and read your Taiwanese newspaper. Look at the Korean newspaper and tell me what's going on there. Just make a list of the companies that made the biggest profits last year." And then in the books that you have in your library are lists of companies, their telex, their CEO, and everything like that.

Then you send somebody else over to the development office, and you say "Bring back a list of all the people from Taiwan who have studied at the University and their addresses." And you probably find that three or four of those peoples in high levels in those companies in the stuff the kids translated are former students of your campus. And then you just have to reach out and contact them. And you say, "Hey, we've got this fantastic library, your child's an intern here, and it's a wonderful place. Let's get together the next time you're in the United States" — because Asian's are always coming here on business — "come back." So he comes back, you give him a library T-shirt, take his picture, meet the librarian, see where his kid sits in the little carrel where he does his translation, tell him how important it is that you get a new infusion of books on various modern subjects, and he goes back home feeling great. And a couple of years later, it's worth $50,000.

I would imagine that any one of your schools, being major universities, have at least 3,000 Asian graduates who today are in major corporations. And nobody's paying attention to them. In California, however, they do. Berkeley has a fund raiser in Tokyo. Stanford has a fund raiser in Tokyo. MIT has a fund raiser in Tokyo. But other than that, very few places are taking a serious initiative. And you don't have to think that you have to have a fund raiser in Tokyo. Because basically you can do it all right at home in your spare time. You can just take a couple of hours a week, and over the next year, you'll be able to develop a sophisticated fund raising program for your library with all of these Asian sources. You can deal with them over the fax and through the mails, and when they come to the United States, they make sure they visit, and it won't cost you hardly anything.

QUESTION: You've been talking about the U.S. institutions, and several of us are here from Canadian universities. I'm just wondering if either of you had any information or any advice that maybe would be more relevant to Canadians?

MR. MORSE: About five years ago, there was a big burst of Asian interest in Canada, especially selling coal and natural gas products. But that cooled off, like it did in the United States. I would assume that overall what I've been talking about is a much smaller profile of people and opportunities in Canada. But I'm sure they exist. Certainly with Hong Kong and the overseas Chinese community, because of what's been happening in Vancouver, that's certainly a major resource base for looking at this type of situation. And Japanese, too, for that matter. And the thing of it is you just have to remember that Asians — Canadians may not like this, but they're same as Americans — Asians don't see Canada as different from the United States. I mean, it's all part of the North American package. So, I would say get a complete printout from the Japanese government or whatever office directs all the companies that are invested in Canada. You'll find an awful lot of Japanese companies that have small, medium-sized investment and in things like that. And those companies in those towns are very well organized. Kathy will talk about that in a little bit. England just had a festival last year celebrating their 100-year relationship with Japan — they raised about $17 million for a festival in London. So, I think you have to be a little bit more rigorous in your research, but I think it's there.

MS. JANKOWSKI: There's an excellent directory by JETRO, the Japan Export Trade Organization, in New York, and the number is in there. I think it's distributed by Gale Research in Detroit, Michigan, and it's *Japanese Companies Operating in the U.S.A. and Canada*. And it's really the definitive list of companies in Canada.

MR. MORSE: Americans have not done a very good job on information with Asia. But the Japanese, the Koreans, and the people in Taiwan, as well — because they want to be understood, because they think they have something to contribute — have done a lot of work in preparing all the basic materials for doing the kind of research that you need to get done. And JETRO has produced materials because they want people to know about them. The good news is you can reverse-engineer it. They want you to know about them, so make use of it.

What I want to do now, if you have the handout (see page 126) we made available, is look at the centerfold. If you look at that chart on the left-hand side, you can see we have listed there how to raise yen and Korean wan and Taiwanese yuen. They're connected to things for ideas and concepts on the right-hand side of that centerfold.

MS. JANKOWSKI: What this centerfold tries to do is show you on the left hand side the points of entry into the Japanese fund raising market in the United States. On the right-hand side are leads and contacts, and really the key organizations concerned with Japanese philanthropy. Ron already mentioned the importance of American individuals and groups that have Japan relations.

MR. MORSE: The information on the left-hand side reduces the process of trying to identify the areas where you might be able to find the most philanthropic sources. So you can see that here it starts with American individual groups with Japan relations. Now, for example, almost every major banking corporation probably has some trade with Japan.

I would assume that every major law firm in every major city has a number of clients that are Asian companies that have relationships with Japan. Those people are the

Japan/American Society, things like that. There are lots of people in your own societies who are non-Asian and who are access points to the people that can help you. And remember, in fund raising, it's always best to have somebody in the same status ask somebody on the other end. If you have an alumnus who's connected with your library, who is a major benefactor, and who is with a major corporation, that corporation probably has offices and joint ventures in every one of the countries we're talking about. Just ask that alumnus to tap those guys. You don't even have to go to the Japanese yourself. If you just say, "We'd like you to have your companies out there find us some money," then they'll do the research for you.

MS. JANKOWSKI: Most major cities have Japan/America societies. They're very helpful to become members of. The newsletters often keep you abreast of philanthropic programs that they're having within the community. There are over 160 sister-city relationships between the United States and Japan, and they are fairly easy to set up, if one doesn't already exist. The Japan Center for International Exchange in New York is very interested in promoting relations between the United States and Japan, and philanthropy is one aspect of that.

The other organizations we list are the Japan Society, of course, in New York, which has done some landmark studies on Japanese philanthropy in the United States; the Japan Information Culture Center; and the Embassy of Japan, which keeps a library. All of these organizations have newsletters that they'll send out to you for free. It's really nice just to keep abreast of what's going on.

Business associations in the United States and all of the chambers of commerce in the United States are being encouraged to start philanthropy programs. The Japan Chamber of Commerce and Industry in New York has created a handbook that has been given to every single CEO in the United States called *Joining In*. And the theme of *Joining In* is how Japanese companies are required to start philanthropy programs, and it's a primer on how to go about doing it. Also, the Japan External Trade Organization, headquartered in New York, has six regional offices, and it publishes the *Directory of Japanese Affiliated Companies*, which I noted earlier. And they just recently began publishing a newsletter called *Joining Hands: News of Japanese Philanthropy in the United States*. This is free, quarterly, and it keeps you in the language of what Japanese companies are trying to do.

There are about 30 Japanese foundations in the United States. Between 1987 and 1992, the assets of Japanese affiliated foundations have grown from about $80 million to over $130 million. Contributions through those foundations alone are really exploding. We did a survey about a year and a half ago of 3,000 U.S. affiliates of Japanese firms. At that time, only about five percent felt they were engaging in corporate philanthropy. Last week, I spoke to the Director of Research at JETRO New York, and they recently completed a survey: within a year and a half, 70 percent of the 3,000 plus Japanese affiliates in the United States are now saying that they are starting philanthropy programs.

MR. MORSE: The important thing to keep in mind is that there is a Consul General from each one of these Asian countries assigned to the area or region where your institution is. That person is somebody that — the next time they are coming through your location — you should make sure that you invite them to visit. They're going to be coming through anyway; they would like to do that.

Just invite one of the members of the firm you call up, you say, "We'd like you to come over for lunch, because we think—we've got some opportunities here to enhance our collection with certain types of material. Come on over, let's have lunch, let us show you around." You get in the pipeline. And when they start to think about that when somebody is interested, they have to you in mind as opposed to somebody else.

MS. JANKOWSKI: Plus, you'll find, working with the Japanese, that they're very open to suggestions like that. I was very surprised when we were doing research with consul generals — we'd call the consul general on the phone, and he would pick up the phone. Or he would return our call. A lot of times, I'll try to reach the head of corporate philanthropy for Becton

Dickinson, and it'll take me a week. But if I try and reach the head of corporate philanthropy at Mitsubishi, that person answers the phone number that's listed on the revision form — it's just not the voice mail system. So another advantage — and it's a nice surprise — in working with Japanese companies in the United States, is how open they are to talking to Americans. And they all know the business organizations, the consul general's offices, or anything connected with the Embassy — everyone is aware of philanthropy and what philanthropy means. It's not like you're going to be saying something that people aren't already talking about.

Japanese government foundations in the United States are the Japan Foundation, and then within that is the Center for Global Partnership. These are two huge foundations established by the Government of Japan under the Ministry of Foreign Affairs to promote exchange programs, scholarly seminars, and the gamut of information exchange between the United States and Japan. The Center for Global Partnership, in particular, has taken an interest in libraries. They have given Asian volumes to more than 1000 libraries across America, and it might be something to look into.

Most development offices already have established relationships with American corporations with subsidiaries in Japan. One of the issues, when starting a development program with Asian donors, is that you have to go to your American donors — if you're going to be approaching their competitors in the international market, it could cause flares to go up. Your board of trustees and your donors need to be consulted first, or you need to talk to your development office about the issues about approaching corporations that might compete with your established donors. In Japan, there are more than 500 U.S. companies with offices in Tokyo. And there are already several thousand — more than 3,000 companies — doing business in Asia. That's another way for you to go back to your American corporate donor and say, "You know, this could help you with your Asian development strategy. Let's develop something together." Then you launch this in press releases and incorporate this with other attempts to get into the Japanese market.

Finally, Japanese corporations in Japan. Most, if not all, of the large major gifts in the United States come directly from Japan. In the past few years, the Keidanren has started a "One Percent Club" that now has over 300 firms committed to donating one percent of pre-tax profits to philanthropic-type activities. And there's also been a group called the Association for Corporate Support of the Arts — about 200 companies that pool their resources to support arts-type activities. Recently, as the Japanese economy has taken a downturn, many of the companies are reaching a point where they are having to restructure. Oddly enough, philanthropy as a concept is being introduced within the companies to help energize the employees and refocus the companies' business.

Takashi Hoshino, a senior economist with the Long-Term Credit Bank of Japan, was at Johns Hopkins studying U.S. philanthropy and comparing it to Japanese philanthropy. He believes the strongest indicator that Japanese philanthropy is a growth industry is that the CEOs of major Japanese firms continue to be persuasive practitioners of corporate philanthropy. To understand the different view that Japanese companies are taking toward corporate philanthropy, Omron companies recently devised a formula for their corporate philanthropy budget. In the United States, corporate philanthropy is dependent on pre-tax profits. As pre-tax profits decline, the philanthropy budgets decline. One of the main reasons why corporate philanthropy is now flat or stagnant is because of the economy, such that when GM loses $6 billion in one year, they're not going to be giving money out to nonprofit organizations — they can't make that case for their board of directors.

In Japan, the idea being batted about right now about how do we establish a philanthropy budget is mixing sort of a "United Way" model that says, "Let's take our number of employees, give a certain amount based on that number, and multiply that times the country's GNP." The Omron companies, which might grow 10 percent one year and then might decline 1 percent another year, are committing to the Japanese economy's growth of, say, 3 percent per year. And they're tying their philanthropic budget — and they're trying to get other companies to tie their philanthropic budgets — to a national GNP, saying all companies are in the philanthropy game together. To think of Ford Motor Company tying their philanthropy budget to what GM might do or what every company in the United States might do is unimaginable. So even in the approach to philanthropy and in what's being promoted in the United States, it's a community effort, it's a joining of hands, and we're in it together. When Ron says go out there and say, "Here, your son is at my library, and we're working together," that really is the message of philanthropy in Japan. It's joining in — working together — as a group.

MR. MORSE: The thing about Asian philanthropy right now is that it's in a period of tremendous flux, growth, and flexibility. Now's the time to really establish these contacts. Once it gets sort of old and institutionalized and they train all these program directors, it's going to be a lot more difficult. So now's a good time.

Just to run through quickly a few of the sources of the information. This one over here — as it says, the *Directory of Grant Making Foundations* — this is a Japanese resource, and it's published every two years. It lists all the Japanese foundations. In this document, *Inside Japanese Support*, Kathy and I worked with the Foundation Library Center of Japan. They have about 90 of the key Japanese foundations in this collection here. The "Directory" is not for sale in the United States, but there are copies around. And if you can get one, this would give you the basic profiles of about 90 Japanese foundations, which are very useful.

All you have to do, if you can find a Japan expert in your organization who is in the business school or is in someplace that knows the language — or even a Japanese language teacher at the University, somebody who knows the language that can just start to pull this stuff together for you — you can build a very good library of English-language materials on the things you need very quickly. And you can get it with about maybe ten books and a few key directories. For example, the people in the arts, the people in the talent shows, and wealthy individuals — all this information is available.

In Japan they publish annual reports of the tax reports of all the wealthiest people in the country. And all you have to do is get it and then pick out the top 100 and go for it. There is so much public information that nobody taps into. Donor research is not done. It's simply because development offices are so Eurocentric and so used to their own constituency, they're not doing this kind of thing. Again, the Keidanren, which we mentioned earlier, publishes their own very thick and very large annual white paper on corporate philanthropy. It includes associations, an array of professional organizations, professional reports, newspaper clipping services, data services, and everything like that on this subject. It's not arcane, it's not something that's obscure. It's just the question of having a strategy and targeting your companies or your organizations.

They publish books like this as well. "Who's Who in Japan." They have the same things in Taiwan, Korea, and other places. They are very proud of what they do, so they tend, like we do, to publish everything. In Japan, if you look at *Forbes'* list of international wealthiest men, there are about 50 Japanese listed, alone, as well as men from other Asian countries — Hong Kong and places like that. Those are the places you want to start. Find out if these people have ever had any relationship to the institutes.

This Japanese person is just as wealthy as billionaire John Kluge, who just gave $60 million to Columbia University. This person has the same amount of money, and there are a whole bunch of these guys in Japan. Mr. Tsutsumi, the fellow I mentioned earlier, is very big on the arts, poetry, and all the kinds of things that special collections would attract. Some of these people who are heads of Japanese companies are more interested in global cultural issues, American literature or history, French arts, or whatever, than a lot of American CEOs are. And all you have to do is identify those interests to be able to tap into them.

What happens is that a lot of these companies that were built up in Korea, Taiwan, and Japan over the last forty years are finally wealthy. They finally have a lot of assets. And they finally can think about charity or philanthropy in a big way. Right now is the perfect time while they are growing. Most of these companies weren't in this field five years ago. But because of huge surges of corporate profits and the aging of the CEO class after World War II, now is the time when they are starting to say, "Hey, let's pull back, let's think about how we can make a social contribution," and then they're also in a position to repay some of the benefits they derived earlier from the American presence or American education or whatever.

Their children probably are all in American universities. Everybody in the Japanese government that's on the elite track — everybody in the Taiwanese government, everyone in the Korean government on the elite track — comes to this country to a graduate school for two years. But you've got to think about it. These people are going to have a long-term relationship. They like school ties.

In Japan they have some very distinctive approaches to philanthropy. One example is a credit system for social services. Because they don't have volunteer organizations, a former justice, Mr. Hotta, borrowed the idea from an American. He established a computer network throughout the country. For example, I help somebody's mother who is handicapped once a week for six months. Well, I get six points. My elderly mother in Florida needs help, so I can "cash in" my points by telling somebody in Florida to help my mother for six units' worth of volunteer time. They are establishing a nationwide network such that every good deed performed in one location earns a "coupon" that can be redeemed by having somebody help relatives or friends in another location. This will ultimately result in a nationwide "chit" system for helping people around the country.

The postal savings program in Japan is another source of funding for nonprofit organizations. In Japan, money can be deposited in the post office. You can check off a little box saying 20 percent of the interest can go automatically for volunteer organizations. On an annual basis, $20-30 million a year is going abroad out of this postal savings system. If you have a nonprofit status or you know of someone who has a nonprofit status in Japan, they can apply for this money and get a grant outside the country.

Kathy mentioned earlier the business committee for the arts. In Japan they call it "Mecena." For the last ten years, they've been studying French philanthropy in the arts. And they finally established their own organization in Japan for the support of the arts. They took the French word for that, and recently they had meetings in New York. They're establishing a liaison with all kinds of committees around the world for support of the arts. And it attracts the wealthiest men in Japan, when the wealthiest companies tend to support the arts. If you have things that relate to the arts, this is a tremendous source of quick money. The areas that they're contributing to are just sort of arts in general, cultural events, environmental issues, social welfare, education, scholarships, sports, health, libraries, and preservation.

By the way, the Japanese Prime Minister just came and promised to give huge grants to the United States for the preservation of Japanese cultural materials in the United States. This Center for Global Partnership, which was established a couple of years ago, was basically money to improve U.S.-Japanese relations. This organization was set up to give grants. They've given $1 million already just for things related to the environment.

An awful lot of this money is just out there to basically say, "Let's be friends." Here you can see a comparison of the United States and Japan in terms of corporate support for the arts. And you can see on the U.S. side its museums, symphonies and so on. On the Japanese side, music, painting, drama, crafts, photography, museums, sculpture, literature, dance, and films. A lot of money is going to the preservation of films. If you're thinking, "What am I going to do?", just say what you would under normal circumstances. Ninety-nine percent of the time, it's going to work with these Asian groups as well. It's not all that exotic. The intermediaries would like to tell you you've got to have a "Japan strategy," you have to do this, you have to do that, you need "me." Basically, my view is anybody can do it, and anybody should do it. And if you do it, it's fun, and if you do it well, it can be very lucrative. But you've got to use good common sense, and you've got to do things the way you've been doing them in the past.

MS. JANKOWSKI: We've been talking a lot about building the relationships with the Japanese potential donor. But, in fact, that's what they're also being told to do, is build relationships with us. In the United States, Japanese donors are being told, "Take the initiative, don't wait for people to come to you." They're being told to collaborate with intermediaries. "You can't possibly know your community, so find intermediate organizations that can help you develop a systematic strategy." They're being told, "Seek autonomy from the corporate headquarters in Japan. They don't know what's going on in the United States, you do." They're being told, "Promote volunteerism." Many, many companies don't have, right off the bat, cash to give you. But if you say, "Come to the library for a special program" on whatever you're working on — if you have an Asian collection or you have a specialist coming into town — invite the CEOs of Japanese companies out to see the library and be part of the program. Ask Japanese companies to host events and special projects in their corporate headquarters. Volunteerism is an integrated approach to philanthropy: good corporate citizenship to a Japanese donor is not money, it's the relationship and the building up of trust, and it's long-term, not short-term. Finally, they're being told, "Be flexible. Be open." Companies should continually reassess their priorities in light of what they're being told the community needs. So as you're building your relationships with Japanese donors, they're also seeking to build relationships with you.

MR. MORSE: Just remember, Asian fund raising is just an extension of what you're doing now. If you're not doing fund raising, you don't have any use for it. If you are doing it, it's a huge resource to tap into, and it's going to be a growing resource. It's one area that you can't ignore if you really want to get the kinds of resources you need in the future. And the other key thing to remember is that "people" give to "people." If you can't put the time into it — you're not willing to make the personal contacts, and you don't want to have that human connection — then you're not going to raise money with the Japanese; in fact, you're not going to raise money with anybody, for that matter. But if you use those three principles — people give to people, use common sense, and look at it as a normal extension of your existing activities — you'll find that it's not only easy and fun, it'll also be rewarding over a period of time.

QUESTION: One thing you didn't mention, which we've been told when we go to say Japan or Hong Kong, is to be sensitive to the differences in culture. For example, use of business cards, so you don't insult the people that you are going to be asking for the money. And I just wondered what advice you would have on that. You made no mention of that.

MR. MORSE: Right. I mean, we're just assuming that you'll be culturally sensitive whether it's dealing with Germans or French or whatever it is. They're used to business cards because it's recognition of who you are. If you want to reach people who don't know English, then get translation help. For example, rather than just the CEO, you may want his corporate finance officer to understand what you're up to. If that's the case, you may want to get a student to translate these things. And there are word processors with all these languages on them and programs in major universities. So you've got to think of how you're going to approach the cultural difference issue.

Form is also more important in Asia than it is here. So you have to sort of hold back, you have to present your materials. It may be that you have to go through three steps rather than one step in your presentation. It may take six months rather than two months. But it's a question of extension of time, a little bit more sensitivity to the culture, awareness of language differences, a little bit of being able to say the right things, being polite — all those things I think are the same thing that every other fund raiser has. In fact, most fund raisers, even when you go to deal with, for example, McDonald's as opposed to McDonnell Douglas, you adopt a different strategy depending on the people you meet, what kind of research you do, or the interest of that individual. And you have to do that background research for your position. But then there's this element of culture.

If you go to Korea, Korea is a smaller country. It's a much more individualistic country, the personalities are stronger. The Koreans are a little bit less generous because they don't have as much money. But on the other hand, individual contacts are quicker, they speak English better. You go to Taiwan, the money is more tightly held by individuals. You need government endorsement there. In Japan you don't need government endorsement to get money in Korea, depending on what you're going after, sometimes it works, sometimes it doesn't. So there are these little sensitivities, but these are the things you can pick up by talking to people as well.

MR. PARK: Besides the career foundation, there are several smaller foundations supporting the social science research and the national sciences research. However, if we are talking about library programs, there are many established foundations like Samsung and SKC and all these big firms have their own foundations. SKC spends far more than any other foundation. They have about 100 or more people educated in the U.S. now.

What I'm trying to say is that we are all from universities, most of you. If you are talking about a library program, it is always better to contact the head of your alumni association in Korea, because I'm still paying my dues. The dues are for the set of *The Annals of the Yi Dynasty*, the modern translation published in North Korea, which cost a little over $30,000.

They ask us if we could buy that for the University of Washington Far Eastern Studies. We couldn't say no, so a set is there, and we are still paying for it. There was a case of a half million. I'm talking in U.S. dollars, about ten years ago. It would be more than a million dollars now, for the Korean program at the University of Washington. Unfortunately, the former Korean foundation sent a letter to the director of the Korean program at the University of Washington instead of the President. He didn't report to the President, and he rejected the offer, assuming that this money came from KCIA. So he turned it down, and we back in Korea lost all our "face" in this program. Then a few years later, the President of the University came to Korea. We had a reception, and she came to raise some funds for the university programs. I told her we had this really unhappy experience with her program, and that I didn't think there would be any chance this time, that perhaps next time she would have a better chance. She said, "I'm going to kill that so and so."

MR. MORSE: I think Mr. Park said two important things. One is he couldn't refuse to give when asked. The emotional attachment and affiliation to universities on the part of Asians is very, very strong. If you get in touch with these people, they will say, "Well, I don't know what I can do, but I'll do something." They can't say no, because they really feel the emotional attachment.

The other thing is, like you said, if you burn your bridges, they stay burned for a long time. It's not like here. "Well, we can't give it to you this year," and you don't know why. There, you're going to know why, because you did something wrong, somebody was insulted. So there is this element of stroking people, going back to your question of how do you do it — gift giving, souvenirs, proper treatment, introducing them to important people, including them on committees.

And the other price, of course, that we mentioned there is that, when push comes to shove and they say they're willing to give you a million dollars, then you can take off for Tokyo for two weeks, have fun, go past Hawaii, and keep on going east to collect the money. The Koreans gave the Library of Congress a million dollars. At the ceremony, their representative reached in his little bag and pulled out a check for a million dollars from Morgan Guarantee Bank. And he said, "Here it is."

I find that dealing with Asians in fund raising is a lot less complicated than it is in the United States. The simple reason is that U.S. foundations tend to look at other people as sort of beggars and treat them that way. Corporations tend to be stingy except for the people that they usually look after. In Asia, it's almost wide open. If you have a contact or you know somebody and you deal with them, it's a lot of fun, because you can go and just say, "Look, our library's got a hundred volumes that are falling apart. If we don't microfilm them, they're going to fall into disrepair. If we microfilm, you can have a copy, since you don't have these volumes in your library. I need $75,000." And they'll say, "Okay."

Once you ask, they'll come through with what you need. And it's much more up front. There is a tradition of talking about money. And everybody knows what the name of the game is. They know when you come to them why you're coming and what you want, and when the time's right, they'll come through on it. It's much more straightforward and, in some ways, a lot more fun for that reason.

The book that we showed earlier, *Inside Japanese Support* — the first edition, which is the 1992 edition — has an essay in the front of it. Basically, a lot of the things we talked about today are included in there. A bit of the information is a little dated, but fundamentally it hasn't changed very much in the last year or so.

MS. MOBLEY: Thank you. That was certainly an excellent session, and I can vouch for the data that's there in this book on the Subaru and Isuzu Company with which I am familiar. The information is there on the organizations that they support. Now, Susan Nutter, the president of ARL, is going to adjourn us.

MS. NUTTER: I hate to close this meeting. I had planned to ask John Haak to close it with me, but he had to catch a 4 p.m. flight to get over to the Island of Hawaii so he can prepare things there, make sure everything is in place for that visit. I'm sure you're all going to have a wonderful time. In addition to thanking him for his work in making this one of the our most successful meetings, I want to thank all of you. Although the setting here is quite literally a paradise, the hospitality has been extraordinary, and the program is critical and timely, the real synergy has come from the fact that you have embraced it with such enthusiasm, interest, and delight. What a wonderful membership we have! John Haak asked me to remind you to keep the spirit alive, enjoy your vacation trips, travel home safely, and we'll see you in the fall. Thank you, we're adjourned.

* Overheads used during the presentation could not be included in this report.

Philanthropy
International

Asia-Pacific Fund Raising

A Special Report: The Association of Research Libraries Annual Meeting, 1993

Philanthropy International

Philanthropy International (PI) is a group of professionals working in the field of international corporate and private philanthropy. With a global information network and expertise, especially in the Asia-Pacific region, PI offers a range of services:

- *Japanese Philanthropy:* **PI** prepares customized presentations on the scope and trends in Japanese philanthropy for nonprofit organizations and professional associations.
- *Donor Development:* **PI** develops donor programs that link philanthropic goals — from one time contributions to full-fledged giving programs — with mission, products, and services.
- *Competitor Profiles:* **PI** prepares special reports containing insider information that assist clients in developing strategic donations programs.

For further information, contact PI's Directors:

Ronald A. Morse
President
Annapolis International
145 Island View Drive
Annapolis, MD 21401
Phone 410-224-4117
Fax 410-266-7961

Katherine E. Jankowski
Executive Director
Jankowski Associates
4412 Powder Mill Rd., Suite 214
Beltsville, MD 20705
Phone 301-434-2967
Fax 301-434-8330

Borderless Philanthropy

Philanthropy follows economic needs and interests. Now, as economic prosperity is becoming more widely dispersed across the globe, philanthropy is taking on a new international role crossing traditional borders and becoming more universal in practice. In Tokyo, for example, where people are more outward looking and anxious to learn from the experiences of others, one gets a strong sense that philanthropy is on the verge of an international era. And while many people say that Japan's recent entry into big league fund raising is forging a rethinking of the rules of the game, the evidence in Japan suggests that Japanese philanthropy is not as exotic as one might think.

Fund raising is a very basic human talent and, theoretically, there should be no reason to assume that the principles of soliciting funds would be radically different in Taipei, Tokyo, or London. Now, after a decade of international development experience, we are convinced that certain fundamental principles guide philanthropic behavior no matter where it takes place.

What is especially convincing is that even for Japan—the nation most people consider an extreme case in cultural distinctiveness—fundraising rules that apply in the U.S. also work in Tokyo. Naturally, cultural and stylistic nuances exist, but after several years of talking with Asian donors in the U.S. and working with Korea and Japan, we are convinced that the similarities outweigh the differences. As Asia increasingly incorporates philanthropy into its social fabric, look to Japan to continue to be the benchmark against which Asian philanthropy will be measured.

PI's Five Rules for Raising Funds from Japanese Donors

"We got a written refusal for a six-figure grant from a corporation. I talked with people back home, found a Japanese graduate who knew the head of the Japanese corporation in Tokyo that turned us down—and got the grant." (A university fundraiser in Tokyo)

Rule # 1. **Contacts, contacts, contacts**—that's what counts. Japanese are very open to establishing relationships with Americans in the United States and in Tokyo. However, it takes time. See pages 2 and 3 for some ways to open doors through "bridge building."

See Borderless Philanthropy, page 4

The Zen of Yen, Won, and Yuan Raising

フィランソロピー
[philanthropy]

In Asia, Japan has become the leader in international philanthropy, with Taiwan and Korea gradually increasing the scale of their philanthropic activities. While we focus this discussion on Japan, the rules and strategies are the same throughout Asia.

Relationships with Japanese funding sources can be established across a broad spectrum of options, and it is easier to begin with local resources. The entry points below are arranged with this in mind, starting with U.S.-based local and regional contacts, gradually moving toward Tokyo. The closer one gets to Tokyo, the larger the gifts will become. Just remember, people give to people. Below are tips, ideas, organizations, companies, and contacts to begin exploring as you seek to build bridges to Asian donors.

American Individuals and Groups with Japan Relations

Individuals with collegiate or business relations (joint ventures), as well as State economic promotion offices, alumni associations, scholarly exchange programs, local Japan-America societies, and sister city and rotary groups are useful resources in building important contacts. National organizations often publish a newsletter and special reports that keep you abreast of events affecting the U.S.-Japan relationship.

Japanese Business Associations in the U.S.

Japanese Chambers of Commerce across the U.S. are studying and promoting philanthropy regionally. Some evaluate requests and direct organizations to the appropriate members and coordinate volunteer programs; several have set up funds for their own grant making. The Japan External Trade Organization, JETRO, headquartered in New York with six regional offices, promotes international trade and investment. It publishes *Directory of Japanese-Affiliated Companies in USA & Canada* and the *Japan Trade Directory*.

Japanese Corporations and Foundations in the U.S.

The U.S. subsidiaries and affiliates of Japanese corporations will give locally and are a starting point for a longer-term fundraising strategy. About 30 foundations in the United States are affiliated with Japanese corporations. Most of them are run by Americans, and they function like other U.S. corporate foundations. JETRO's executive director of research recently told **PI's Kathy Jankowski**, "while in its initial stages, most companies believe it is very important to be a good corporate citizen. It's a MUST when doing business in the United States."

Japanese Government Foundations

These are foundations that can give abroad or have branches abroad, accepting funds from private donors (ensuring the tax deduction) and funnelling the money to the recipient organization. The Korea Foundation and the Chiang Ching-Kuo Foundation are the Korean and Taiwanese governments' equivalents of the Japan Foundation.

American Corporations with Subsidiaries in Japan

Your hometown firm or a business friend may work with a Japanese group that is a potential source for funding. Your university's board of directors, trustees, major donors, or alumni can probably link you to the more than 2,000 U.S. companies operating in Asia. Peer contacts are the best contacts.

Japanese Corporations in Japan

Japanese corporations in Japan are the source for major grants. As an American, if you seek major support from the Japanese, you will eventually have to build a relationship with the officers of that firm. More than 300 firms are members of the Keidanren's 1% Club (committed to giving 1% of profits) and approximately 200 belong to Mesena (Association for Corporate Support of the Arts).

Ideas and Contacts

In the funding area, libraries tend to be overlooked by university and institutional gifts. It doesn't have to be that way. Keep in mind that libraries have always held a special place in Asian culture and history. Asians have long been interested in supporting the preservation and conservation of their cultural properties abroad and recognize the significant role libraries play. For example, the New York Public Library, which has successfully attracted Asian donors, recently received a $1.3 million grant from Kodansha, Ltd., a leading Japanese publisher, to expand and preserve its Oriental Division and refurbish its reading room. When ***PI's Ron Morse*** *was head of development at the Library of Congress, he arranged a million dollar gift from the Korea Foundation to support staff, acquisitions, and cultural activities.*

Leading associations with an interest in philanthropy, as well, include • Japan Center for International Exchange, New York, NY, 212-921-4260; • Japan Society, New York, NY, 212-832-1155; • Japan Information and Culture Center, Embassy of Japan, Washington, DC, 202-939-6900; • U.S./Japan Information Exchange, Washington, DC, 202-939-6700; and • Asia Society, New York, NY, 212-288-6400. In addition, more than 70 exchange programs or opportunities for scholarly research in Japan are currently underway between Japan and the U.S.

The leading business organizations are the Japan External Trade Organization (JETRO), New York, NY, 212-997-0400, and the Japanese Chamber of Commerce and Industry (JCCI), New York, NY, 212-246-8001. JETRO publishes a quarterly newsletter, *Joining Hands*, on Japanese philanthropy in the U.S. JCCI published *Joining In!*, a primer for Japanese companies starting philanthropy programs in the U.S., and sponsors the JCC Fund.

Japanese companies that have endowed foundations with at least $10 million include • American Honda, Torrance, CA; • Bridgestone/Firestone, Akron, OH; • Hitachi Foundation, Washington, DC; • Matsushita Electric Corp. of America, Secaucus, NJ; • MCA, Universal City, CA; and • Toyota Motor Sales, Torrance, CA. Companies endowing foundations expected to top $10 million by the end of the decade include • Mazda Motors of America, Irvine, CA; • Mitsubishi Electric America, $15 million; • NEC America, Melville, NY; and • Toshiba America, New York, NY.

The Japan Foundation has offices in New York (212-489-0299) and Los Angeles (310-449-0027). It was established in October 1972 under the auspices of the Ministry of Foreign Affairs, endowed by the Japanese government. The endowment is currently more than one trillion yen. The Japan Foundation has made a multimillion dollar commitment to the Japan Documentation Center, Reference and Resource Center, at the Library of Congress opening later this year. The Japan Foundation Center for Global Partnership (CGP) was established in April 1991. Its endowment is more than $387 million. CGP is dedicated to fostering dialogue and mutual understanding at the institutional, regional, and grass roots levels.

Often overlooked by organizations is the strategic advantage of recruiting American companies doing business in Asia to fund special projects and programs. More than 500 U.S. companies, many of them leaders in U.S. corporate philanthropy, have offices in Tokyo. And U.S. companies investing in Japan are growing, despite what you have heard. If you already work with an American company doing business in Japan, get them to help you with your fundraising program.

According to Takashi Hoshino, Senior Economist with the Long Term Credit Bank of Japan, senior executives of leading Japanese companies have become "persuasive practitioners" of corporate philanthropy, including the chairmen of Canon Corp., Asahi Brewery, and Fuji-Xerox; the president and CEO of Shiseido; and the founding families and owners of Omron Corp. These companies incorporated philanthropy into their restructuring efforts as a method of energizing employees and refocusing business activities, with the companies recognizing philanthropy as a crucial component of their main business.

Borderless Philanthropy, from page 1

"They ignored my advice at the home campus and did a blitz letter writing campaign to Japanese CEOs. They came up empty handed, and now we can't go back to these people." (A business school representative)

Rule # 2. When all else fails, use common sense. Companies, whether U.S. or foreign affiliates, see mass mailings as a waste of time and money. Revenue potential increases when you match your organization with a company along geographic lines, as well as with an eye toward corporate mission and products/services.

"We thought the Japanese economy was bad, so we held off for a year with our solicitation. Our competitor from the U.S. didn't hold back and got the grants. We are now on a waiting list with three firms." (East Coast hospital fundraiser)

Rule # 3. Now is always the best time. A recent survey by JETRO New York showed that more than 70% of the 3,000+ Japanese affiliates in the U.S. had made an effort at corporate philanthropy. In Japan, a December 1992 conference in Osaka on corporate philanthropy was standing room only, with dozens of companies turned away. While still in its initial stages, Japanese philanthropy is a growth industry.

"We've heard that Japanese companies are giving away millions of dollars to nonprofit organizations, and we want to know how we can get some of that money, too." (Executive director of a human-service organization)

Rule # 4. No amount of genius can substitute for doing your homework. People give to people, and Asian donors are no different. Take time to evaluate your own organization's motives for starting an Asian development program, survey your current donors about your plans before a potentially explosive situation develops, and assess your revenue potential based on your history and track record.

These rules apply equally as well to Taiwan, Korea, and other nations as well. Becoming involved with international philanthropy opens doors to new cultures, with benefits far beyond funding potential. Americans often are hesitant to get into the Asian fundraising game simply because of their general lack of knowledge about foreign countries. In the business world, this has been a source of America's competitiveness problems—a lack of attention to global economic trends and developments.

This same "America-centrism" also seems to apply with regard to American awareness of foreign philanthropy and fundraising activities. With only a few exceptions, American fund-raisers, foundation program officers, and corporate contributions officers have a rather narrow view of international philanthropy—they are willing to train others about how we do it in the U.S., but they seldom put time and effort into understanding other styles. All that is changing as the fundraising needs in America begin to outstrip its financial capacity to meet those needs. As we know at PI from working with clients, Americans have begun to look abroad to new sources of funding, and Asia is where the growth rates and economic success is creating new wealth.

Fundraisers don't have to be whiz-bang economists to realize that Asia is the hottest new frontier in the field. Japan, Korea, Taiwan, and all the other dragons of Asia are growing so fast that they hardly have time to count the money coming in. Millionaires are born each day, and one of the latest fads in the region is to create bigger and better foundations to promote every kind of activity.

What is most important for Americans to realize is that Asians look to and know America: most of the Asian power elite have attended American schools and, as a consequence, they feel obliged to do something to help return the goodwill extended to them. This goodwill means expanded opportunity for those who can figure out how to reach them and tap this new wealth.

If you still need to be motivated, just keep in mind PI's **Fund Raising Rule # 5—The rewards of Asian fundraising success are trips to Japan, Korea, Hong Kong, and points beyond.**

About PI's Directors

Ronald A. Morse, Ph.D., President, Annapolis International, is a leading expert on Asian philanthropy and Japanese government-business relations. Mr. Morse, fluent in Japanese, has raised more than $2 million from international sources and speaks frequently on the Japan-U.S. relationship. Major publications include *DATA: Where It Is and How to Get It* (Coleman/Morse Associates, 1992), *Inside Japanese Support* (The Taft Group, 1991), and *Getting America Ready for Japanese Science and Technology* (University Press of America, 1986).

Katherine E. Jankowski is Executive Director of Jankowski Associates, which specializes in researching, databasing, and publishing information on corporate, private, and institutional philanthropy. Jankowski Associates also provides customized research for domestic and international clients. Ms. Jankowski is the editor of several leading fundraising directories, including *Inside Japanese Support*, *International Corporate Giving in America and Abroad*, and the *Directory of Corporate and Foundation Givers*.

Japanese-Affiliated U.S. Companies that Administer Foundations

Foundation Name	Recent Contributions	Foundation Assets
American Honda Motor Co. American Honda Foundation Torrance, CA	$1,189,481 (1993), $1,315,799 (1992) *Note:* Figures for foundation only. Company also administers a direct giving program through the Corporate Community Relations Department, with a $5.0 million budget.	$15,000,000 (1992)
American Suzuki Motor Corp. Suzuki Automotive Foundation for Life Brea, CA	$44,052 (fiscal year ending March 31, 1991); $286,252 (1990)	$0 (fiscal 1991)
Armco Steel Co. Armco Steel Co. Foundation Middletown, OH	$372,000 (1993)	$5,200,000 (1993)
Bridgestone/Firestone Inc. Bridgestone/Firestone Trust Fund Akron, OH	$1,570,227 (1992), $1,585,162 (1991) *Note:* Figures are for foundation only.	$14,834,760 (1992)
CIT Group Holdings CIT Group Foundation Livingston, NJ	$600,000 (1993)	$176,481 (1991)
Fujisawa LyphoMed, Inc. Fujisawa USA Charitable Trust Fund Deerfield, IL	Established in 1991	$100,000 (1991)
Gould Inc. Gould Foundation East Lake, OH	$180,430 (1992), $189,291 (1991)	$2,670,449 (1992)
Hitachi Foundation Washington, DC	$1,870,664 (fiscal year ending March 31, 1993), $1,910,299 (fiscal 1992) *Note:* Figures are for foundation only and do not include contributions by Hitchi Ltd.'s subsidiary companies in the U.S.	$28,189,332 (fiscal 1992)
Honda of America Manufacturing, Inc. Honda of America Foundation Marysville, OH	$197,980 (1991),$187,720 (1990) *Note:* Figures do not include direct giving.	$3,445,478 (1991)
Industrial Bank of Japan Trust Co. IBJ Foundation New York, NY	$351,168 (1992), $264,610 (1991)	$8,000,000 (1992)
Ise America Ise Cultural Foundation	$1,999,382 (1991)	$0 (1991) *Note:* Foundation is not endowed.
JTB International, Inc. JTB Cultural Exchange Corp. New York, NY	$185,248 (fiscal year ending March 31, 1991), $87,000 (fiscal 1990)	$2,613,998 (fiscal 1991)
Kajima International Corp. Kajima Foundation Fort Lee, NJ	$64,491 (1991) ,	$998,498 (1991)
Matsushita Electric Corp. of America Panasonic Foundation Secaucus, NJ	$750,000 (1993 est.), $759,600 (1992) *Note:* Figures for foundation only; direct giving was over $5.4 million in 1991.	$12,759,200 (1992)
Mazda North America Mazda Foundation U.S.A. Irvine, CA	$100,000 to $250,000 annually	$2,000,000 (1990) *Note:* Will reach $10 million by 1997.

Japanese-Affiliated U.S. Companies that Administer Foundations

Foundation Name	Recent Contributions	Foundation Assets
MCA MCA Foundation Universal City, CA	$920,500 (1992), $831,000 (1991) *Note* Figures for foundation only; direct giving totals about $500,000 annually	$14,237,493 (1992)
Mitsubishi Electric America Mitsubishi Electric America Foundation New York, NY Washington, DC (Foundation)	$455,000 (1993), $13,998 (1992) *Note* Figures for foundation only; in 1992, MEA Group companies donated more than $1 million in cash and noncash contributions.	$8,416,524 (1992) *Note* Will reach $15 million by 1996.
Mitsubishi Semiconductor America Mitsubishi Semiconductor America Funds Durham, NC	$175,903 (1990)	$1,993,354 (1990)
Mitsui & Co. (U.S.A.) Inc. Mitsui USA Foundation New York, NY	$280,000 (fiscal year ending March 31, 1993), $147,822 (fiscal 1992)	$157,000 (fiscal 1993) *Note* Foundation is not endowed.
NEC America, Inc. NEC Foundation Melville, NY	$300,000 (fiscal year ending March 31, 1993), $190,000 (fiscal 1992) *Note* Figure does not include direct contributions.	$9,473,635 (fiscal 1992)
New Hampshire Ball Bearings New Hampshire Ball Bearings Foundation Peterborough, NH	$65,881 (1992)	$340,544 (1992)
Nissan Motor Corp. in U.S.A. Nissan Foundation Gardena, CA	$1 million annually	Not Available
Omron Systems of America, Inc. Omron Foundation Schaumburg, IL	$61,976 (1992)	$262,697 (1992)
Sega of America Sega Youth Education & Health Foundation Redwood City, CA	$2,500,000 (1993), $2,500,000 (1992)	$3,000,000 (1992)
Sony Corp. of America Sony USA Foundation Park Ridge, NJ	$1,250,000 (1993), $1,500,000 (1992)	$1,102,690 (1991) *Note* The foundation is not endowed.
Subaru of America Subaru of America Foundation Cherry Hill, NJ	$204,529 (1992), $244,923 (1991) *Note* Figures for foundation only.	$768,399 (1992)
Toshiba America Inc. Toshiba America Foundation New York, NY	$312,000 (1993), $275,000 (1992) *Note* Figures do not include direct contributions.	$7,516,912 (1992) *Note* Endowment will reach $10 million.
Toyota Motor Sales, U.S.A. Toyota U.S.A. Foundation Torrance, CA	$1,900,000 (fiscal year ending June 30, 1992), $1,900,000 (1991) *Note* Figures are for California office contributions, both directly and through the foundation. Does not include direct giving from various other U.S. subsidiaries.	$17,225,566 (fiscal 1992)
Union Bank Union Bank Foundation San Francisco, CA	$1,145,203 (1992), $2,340,000 (1991) *Note* Figure for 1992 is for foundation only; 1991 includes foundation and direct contributions.	$874,199 (1992) *Note* Foundation is not endowed.

APPENDICES

APPENDIX I

REPORT ON ASSOCIATION ACTIVITIES

OCTOBER 1992 - MAY 1993

SUMMARY

The move of the Association headquarters in March 1993 represents the physical manifestation of the growth and vitality that the Association has experienced over the past five years. ARL continues to undertake programs and activities designed to help academic and research libraries balance the challenges of an expanding universe of information and a retracting funding base. The strategies used can be divided into three broad categories: strengthening library performance, introducing and integrating new technology, and building alliances.

This report highlights some of the activities that have marked this period:

- Expansion of the statistics program, page 135
- Publication of *University Libraries and Scholarly Communication*, at the request of The Mellon Foundation, page 137
- Establishment of the AAU Research Libraries Project, page 137
- Quality Services: Applying Business Practices to Nonprofit Delivery Services Conference, page 146
- Filing of the *amicus* brief in the *Texaco* suit, page 148
- Vision and Opportunities in Not-For-Profit Publishing Symposium, page 155
- Relocation of ARL offices, page 157
- ARL/RLG Interlibrary Loan Cost Study, page 160

◆ ◆ ◆ ◆

ARL CAPABILITIES

I Statistics and Measurement Program 135
II Communication and External Relations 136
III ARL Membership Meetings 139
IV Governance of the Association 140
V Management Services (Office of Management Services) 143
VI Federal Relations and Information Policy Development 147
VII Collection Services 150
VIII Access and Technology 151
IX Office of Scientific and Academic Publishing 154
X International Relations 156
XI General Administration 156
XII Research and Development 158

Appendix Coalition for Networked Information 163

Report prepared by the ARL Executive Director and the ARL program officers, April 1993

I. Statistics and Measurement Program

The statistics capability is organized around collecting and distributing quantifiable information describing the characteristics of research libraries. This capability includes operation of the ARL Statistics Committee, and collaboration with other national and international library statistics programs.

Statistics Program Development. At the October 1992 ARL Meeting, the ARL Membership approved an increase in dues which included an increased allocation for the Statistics and Measurement Program. This expansion of the Statistics Program was an outgrowth of efforts on the part of the Statistics Committee and the Board during 1992, reflecting the express needs of the membership, to redefine and strengthen ARL's capabilities in this area. Also in October, in concurrence with the Management Committee, the Board agreed to the changes in name, charge, and status for the new Standing Committee on Statistics and Measurement.

The position description for Senior Program Office for Statistics and Measurement has been prepared and recruitment for the position is underway.

ARL Statistics. The 1991-92 *ARL Statistics*, were published in February 1993, and the ARL membership criteria index was calculated by Kendon Stubbs and issued in early January. The index and general statistics were again solicited for inclusion in the *Chronicle of Higher Education*, appearing on March 10, 1993.

ARL has contracted for a complete redesign of the input and output software used to compile and produce the ARL statistics and preservation statistics. Work began in December 1992 on the preservation statistics and on the main statistics in March. It is expected that programming and field testing will be completed by the end of June, and that the new software will be in place for both surveys for 1992-93.

Plans are to add five more categories of data to the main statistics survey for 1992-93. These are: manuscripts and archives, maps, graphic materials, audio materials, videos and films, and computer files. In addition, the Supplementary Statistics for 1992-93 will ask for expenditure data in five new sub-categories: machine-readable materials; document delivery/ILL; computer hardware and system software; computer maintenance and supplies; and bibliographic utilities, networks, and consortia.

Library/G&E Expenditures Report. The 1991-92 supplemental survey on "Library Expenditures and a Percentage of University Education and General Expenditures" was compiled and distributed in the April. An eleven-year compilation of these data will be distributed during the summer of 1993.

Machine-readable files. A diskette with the 1991-92 ARL data was compiled, verified and documented by Kendon Stubbs and distributed by ARL in March. Publication of the machine-readable versions of historical data for law and medical school libraries, and of the annual statistics for ARL and law/medical libraries, is expected during the summer of 1993.

Salary Survey. The 1992 *ARL Annual Salary Survey* was published in January 1993. Due to undetected computer errors, a number of tables had to be recalculated and the publication was reprinted in February 1993. The preliminary Salary Survey tables were distributed via the Internet. Because of the positive reception to this method of distribution, and the relative ease of updating, directors of ARL libraries received three "editions" of the preliminary tables during the course of the fall.

Preservation Statistics. Data verification for the 1991-92 preservation statistics is now underway, with plans to distribute the 1991-92 *ARL Preservation Statistics* in June. ARL has contracted for the development of software to enhance the collection and analysis of the preservation statistics; test diskettes were distributed to selected libraries in early April. The new software will be used for data gathering and analysis beginning with the 1992-93 survey in September 1993.

ARL/CLR Seminar on Measurement Tools and Techniques. In preparation for this project, the Statistics Committee provided feedback to Jaia Barrett on a draft proposal. Recommendations were offered regarding content and potential participants. William Crowe, chair of the Statistics Committee, is a member of the advisory committee for the project.

Liaison with External Statistical Programs. ARL has sought to engage with other library and higher education data gathering efforts, extending the influence of ARL perspectives and experience assisting ARL in refining its data gathering and measurement approaches. Agencies and organizations with which ARL continues to work in this area include the National Center for Education Statistics, NCLIS, the ALA Office for Research, National Association of College and University Business Officers (NACUBO), the National Research Council, the Council on Library Resources, NISO, the Association of College and Research Libraries, and the Canadian Association of Research Libraries.

II. Communication and External Relations

The capability for Communication and External Relations is designed to: acquaint ARL members with current developments of importance to research libraries; inform the library profession of ARL position on issues of importance to research libraries; influence policy and decision makers within higher education and other areas related to research and scholarship; and educate academic communities concerning issues related to research libraries. This capability monitors the activities of the scholarly, higher education, and library communities in order to communicate and initiate action on selected issues. External relations with relevant constituencies are carried on through all ARL programs.

Program Development. The supervision of the Executive Office's communications and publications functions was assumed on an acting basis by C. Brigid Welch, who maintained her role as OMS Senior Program Officer in addition to taking on these new responsibilities. Providing communications support across Executive Office capabilities, the Communications Specialist worked with program staff to produce marketing materials, conference brochures, proceedings, and other publications.

Newsletter. Three issues of *ARL: A Bimonthly Newsletter of Research Library Issues and Actions* appeared during this period. Jaia Barrett, director of the Office of Research and Development, served as editor. Sarah Mooney, ARL Communications Specialist, served as managing editor through December, when she began maternity leave. This role was filled on a temporary basis by Lallie Leighton. Some of the issues addressed in the newsletter were: the Reed-Elsevier merger, the cost of interlibrary loan, minority recruitment, NREN and development of the U.S. information infrastructure, and fair use rights.

Minutes of the Meeting. The text of *Building a New Agenda, Economic Pressures, Technological Innovation, and Access to Information, Minutes of the 119th Meeting* (October 1991) was edited and distributed in mid-May. Editing and design are underway for *The Leadership Role in Library Fund Raising, Minutes of the 120th Meeting,* (May 1992), and *Charting the Future: Research Libraries Prepare for the 21st Century, Minutes of the 121st Meeting* (October 1992), which should be available in Spring 1993.

Relations with the Scholarly Community and External Groups. Collaboration on both technical and policy levels is documented under all individual capabilities. Activities at the executive level this year included meetings with the National Humanities Alliance, the Association of American Universities, and the American Council of Learned Societies. The ARL Executive Office explored the possibility of joining Independent Sector, a federation of nonprofit organizations that includes several other library and higher education associations with which ARL maintains relations. ARL joined the Council of Social Science Associations to participate in their initiatives in the federal policy arena.

Higher education groups. The ARL Executive Director made formal presentations on the issues facing research libraries at meetings of the American Council on Education, the Association of American Universities, the Consortium for Interinstitutional Cooperation, the American Council of Learned Societies, and the National Humanities Alliance.

University Libraries and Scholarly Communication. A major communication project of 1992 was publication of a monograph for The Andrew W. Mellon Foundation entitled *University Libraries and Scholarly Communication.* ARL staff coordinated all aspects of the editing, design, production, printing, and distribution of the 240-page publication. Ann Okerson, OSAP Director, contributed a synopsis of major findings of the study to the publication, and C. Brigid Welch, OMS Senior Program Officer for Information Services, served as managing editor. To date, over 3,700 copies have been distributed. ARL is actively developing a strategy for encouraging discussions among members of the higher education and scholarly communications communities. Such discussions have taken place or are scheduled at ACLS, ALA, University of California Library Council, and the University of Pennsylvania.

ARL-AAU Action Agenda. In 1991, the ARL Executive Director began a series of meetings with the Education Committee of the Association of American Universities about the challenges facing research libraries. The result was the 1992 adoption of a joint ARL-AAU action agenda and the establishment of an AAU Research Libraries Project. Key to the AAU Research Libraries Project is the establishment of three task forces, each one addressing a different action agenda item: the acquisition and distribution of foreign languages and area studies materials, intellectual property rights in an electronic environment, and a national strategy for managing scientific and technological information.

To oversee the work of the task forces, the AAU established a Steering Committee of AAU Presidents. The Steering Committee consists of Hanna Gray, University of Chicago, Co-Chair; Myles Brand, Co-Chair, University of Oregon; Richard C. Atkinson, University of California, San Diego; John Lombardi, University of Florida; Martin A. Massengale, University of Nebraska; and Charles M. Vest, Massachusetts Institute of Technology. In September of 1992, the AAU Steering Committee issued invitations to faculty, university administrators, and librarians to serve on the Task Forces. Task Forces met initially January 7-8, 1993. A summary of the discussions was sent to each ARL director in February; an overview of the project appears in the ARL newsletter, numbers 165 and 167.

ARL is providing information and staff support for the AAU Task Forces. Duane Webster and Jaia Barrett are contacts for the project. The following Committees, ARL directors, and staff are liaisons to specific task forces.

Task Force on Acquisition and Distribution of Foreign Language and Area Studies Materials

Dorothy Gregor, University of California at Berkeley
Paul Mosher, University of Pennsylvania
George Shipman, University of Oregon

ARL Research Collections Committee and Jutta Reed-Scott

Task Force on Intellectual Property Rights in an Electronic Environment

Millicent Abell, Yale University
Scott Bennett, The Johns Hopkins University

ARL Scholarly Communications Committee and Ann Okerson
ARL Information Policies Committee and Prue Adler

Task Force on a National Strategy for Managing Scientific and Technical Information

Donald Koepp, Princeton University
Jay K. Lucker, MIT
Susan K. Nutter, North Carolina State University

ARL's STI Working Group and Jaia Barrett
Coalition for Networked Information and Paul Evan Peters

Electronic Communications at ARL. Several ARL electronic mail lists housed on the DEC Ultrix server operated by the Coalition for Networked Information support communication among ARL directors and for various special committees and project groups. Discussions on the ARL Directors List have continued but are less frequent and more focused. Several suggestions for improving the service will be considered by the ARL Executive Committee. This computer is a node on the Internet and is being used to support file sharing and information services. Electronic publications issued in the last six months include versions of the ARL Statistics and the *Directory of Electronic Journals, Newsletters and Academic Discussion Lists*.

III. ARL Membership Meetings

The ARL membership meeting capability is designed to develop programs on topics of interest to ARL membership, schedule and manage meetings and activities, coordinate on-site local arrangements, and evaluate the success of these meetings. The May meeting emphasizes a topical program, coordinated by the ARL President-elect; the October meeting focuses on internal finances, elections, and strategic planning.

May 1992. The spring meeting was held in Charleston, South Carolina, in May, launching ARL's 60th anniversary year. The theme, *The Leadership Role in Library Fundraising*, was designed and delivered with the assistance of Development Officers in Research and Academic Libraries (DORAL). Held in conjunction with the University of South Carolina, the meeting's sessions addressed organizational approaches to fundraising, developing fund-raising styles, and designing development strategies. Concurrent sessions were offered to involve directors in ARL initiatives such as mass deacidification planning, minority recruitment, total quality management, scientific and technical information services, access measures for library evaluation, and foreign acquisitions.

October 1992. The Association's 60th anniversary was celebrated at the fall membership meeting, *Charting the Future: Research Libraries Prepare for the 21st Century*, held in Arlington, Virginia, in October. One hundred and seventy former directors of ARL libraries were invited for the festivities, and twenty of them were able to join the current membership for the celebration. The Sixtieth Anniversary Program Planning Committee worked with the ARL staff to provide commemorative posters and pamphlets to the membership and their guests. Former ARL Presidents and Board members were honored with newly designed certificates. David Stam, University Librarian at Syracuse University, captured the history of the ARL in his address, *Plus ça change*. His remarks highlighted past activities illustrating the Association's legacy in many current research library programs.

The membership meeting program sessions focused on four issues requiring the critical attention of academic and research library leaders: intellectual property rights, organizational change and leadership, cultural diversity, and user requirements for multidisciplinary research. A panel of representatives from the Standing Conference of National and University Libraries (SCONUL) presented issues facing academic and research libraries in Great Britain.

May 1993. The Pacific Rim is the focus of the May ARL Membership Meeting. The program, *Gateway to the Pacific Rim: Information Resources for the 21st Century*, was designed to highlight the key issues of East/West scholarship and research libraries' response. Panels will examine efforts by the academic library community to respond to scholars' needs for enhanced access to resources, and trends in publishing, collecting, and foundation support to enhance access to Pacific Rim information resources. The program will also include a session on the challenge of diversifying a university within a diverse community. Hosted by the University of Hawaii Libraries, the program sessions will be held May 6-7 in Honolulu. ARL committees and work groups will meet May 5.

IV. Governance of the Association

The capability for governance of the Association is intended to represent prudently the interests of ARL members in directing the business of the Association. The governing body is the ARL Board of Directors. The functions of the Board include: establishing operating policies, budgets, and fiscal controls; approving long-range plans; modifying or clarifying the ARL mission and continuing objectives; monitoring performance and the succession of the Executive Director; and representing ARL to the community. The staff role in this capability is to provide information to the Board that is adequate to fulfill its responsibilities in a knowledgeable and expeditious manner. The Board establishes several committees to help achieve effective governance of the Association.

Program and Budget Review. Five meetings of the Executive Committee and four meetings of the ARL Board of Directors were held. At its February meeting, the Board reviewed the framework of program capabilities and the priorities for resource allocation developed by the Executive Director and staff to implement the program objectives and financial strategies. The membership passed a dues increase that reflected the increased space cost for the Association. Construction began in late December. Staff began preparing for the move by purchasing furniture, contacting moving companies, and planning for shifts in telecommunication and computing.

Change in Membership. At the May meeting, the membership of the Association voted to invite the Auburn University Library to join as the 120th member. Located in Auburn, Alabama, the university is the first new member of the Association since 1988. The university's 1.7 million-volume library contains major research and archival collections on American history and literature, Southeastern United States and Alabama history, architecture, religion, geology, and aerospace history. The library has aggressively pursued the development of electronic information resources and has participated in a variety of national cooperative cataloging, resource sharing, and preservation programs.

At its February meeting, the Board of Directors accepted with regret the withdrawal of the Newberry Library.

Committee Activities. New groups meeting in 1992 included the Working Group on Scientific and Technical Information, the ARL Sixtieth Anniversary Committee, the 1993 Program Committee, the Advisory Committee on the ARL/RLG Interlibrary Loan Study, and the Advisory Group of AULs assisting in the Foreign Publications project. The Management Committee formed three subgroups, which cover library education and recruitment, organizational effectiveness, and human resources development and utilization.

New Committees. A Working Group on Firm Serial Prices was established following a presentation by Don Koepp about the Princeton response to one publisher's high price increases for 1992 at the Charleston meeting. Responding to Koepp's call for collective action by ARL to seek firm subscription prices in a timely fashion, approximately 24 ARL directors volunteered to serve. The group was formed under the aegis of the Scholarly Communication Committee and began procedural and issue-oriented discussion on an electronic listserv in August. The organizing meeting was held in October. Don Koepp chairs the group.

As a result of the invitational Preservation Planning Conference sponsored by ARL and the University of Chicago in May, the Preservation Planning Task Force was established. The charge for this group is to help move forward the collaborative preservation agenda envisioned by the Conference participants. Under the aegis of the ARL Preservation of Research Materials Committee, members of the group are: Robert Street, Chair; Ross Atkinson, Cornell; Patricia Battin, Commission on Preservation and Access; Kenneth Harris, Library of Congress; Jan Merrill-Oldham, University of Connecticut; Carolyn Morrow, Harvard; Barclay Ogden, University of California, Berkeley; and Eugene Wiemers, Northwestern.

To prepare an ARL statement on the NEH Preservation Program, a Working Group was formed under the auspices of the ARL Preservation Committee. Members are Sherry Byrne, University of Chicago; Michael Keller, Yale University; Anne Kenney, Cornell; Carolyn Morrow, Harvard; Barclay Ogden, UC-Berkeley; David Stam, Syracuse; and Gerry Munoff, Chair, University of Chicago.

The Access Committee established a Subcommittee on Interlibrary Loan and Document Delivery. The subcommittee is promoting discussion of changes needed to enhance access to research resources via electronic resource sharing. The subcommittee is chaired by Shirley Baker, Washington University, and its members are self-selected from the membership of the full Access Committee.

At the February Board meeting, a Task Force on Association Membership Issues was established to address questions of Canadian payment of dues in Canadian currency and special categories of membership and to propose a strategy for review of ARL membership criteria in light of the changing environment of research libraries. The Board also established a Work Group on Minority Recruitment Initiatives.

Fifty appointments were made by the Executive Committee in December 1992, bringing a total of 90 ARL directors into participation in the Association.

Status reports on standing committee and selected advisory and project group activities follow.

Committee on Information Policies:

Chair, Jim Neal; Staff, Prue Adler

1993 Agenda of issues: U.S. government information policies, reauthorization of HEA, NREN legislation, telecommunications, copyright law, GIS literacy project, and issues surrounding intellectual property concerns in an electronic environment.

Committee on Access to Information Resources:

Chair, Nancy Eaton; Staff, Jaia Barrett

1993 Agenda of Issues: reconceptualization of resource sharing in an electronic age, supporting and monitoring the bibliographic control efforts of the Library of Congress and NCCP, and the emerging role of data utilities and national networks.

Committee on Research Collections:

Chair, Dale Canelas; Staff, Jutta Reed-Scott

1993 Agenda of Issues: foreign acquisitions project, NCIP and the Conspectus, and consideration of the impact of information technology on collection development strategies.

Committee on Preservation of Research Library Materials:

Chair, Robert Street; Staff, Jutta Reed-Scott

1993 Agenda of Issues: supporting mass deacidification initiative, promoting use of permanent paper, development of a North American strategy for preservation, preservation statistics, and retrospective conversion of the National Register of Microform Masters (NRMM).

Committee on the Management of Research Library Resources

Chair, Kent Hendrickson; Staff, Susan Jurow

1993 Agenda of Issues: organizational effectiveness, human resources utilization and development, and library education and recruitment.

Committee on Scholarly Communication:

Chair, Millicent D. Abell; Staff, Ann Okerson

1993 Agenda of Issues: encouragement of electronic journal experiments, strategy development in the area of scholarly publishing, promotion of change in management of intellectual property rights, advancement of alliances with other scholarly and higher education groups.

Advisory Committee on ARL Statistics and Measurement:

Chair, William Crowe; Staff, Nicola Daval

1993 Agenda of Issues: analyzing expenditure categories, refining government documents measures, reviewing access and automation measures, developing machine-readable formats for data collection, monitoring external statistics projects in the library and higher education arena.

Advisory Committee on the Office of Management Services:

Chair, Kent Hendrickson; Staff, Susan Jurow

Assignment: to advise on strategy development for ongoing operations, provide guidance in performance and program effectiveness assessment, and review OMS budget and financial plans.

Advisory Committee on ARL/CLR Project on Research Library Measurement Tools and Techniques:

No Chair; Staff, Jaia Barrett and Susan Jurow

Assignment: to organize a seminar to characterize and discuss the kinds of measurement and assessment needs of academic and research libraries that might be addressed by tools and techniques available in other fields.

Task Force on Minority Recruitment:

Chair, Joseph Boisse; Staff, Susan Jurow

Assignment: to develop policies and proposals for ARL initiatives in the areas of recruitment, retention, and work place integration of minorities in professional positions in research libraries. The Task Force submitted its report to the Board in October and disbanded.

Task Force on Association Membership Issues:

Chair, Gloria Werner; Staff, Nicola Daval

Assignment: to review new membership criteria, special categories of membership, and Canadian issues and present a preliminary report to the Board in July 1993, with a final report due by October 1993.

Working Group on Minority Recruitment Initiatives:

Chair, George W. Shipment; Staff, Kriza Jennings

Assignment: to develop a proposal for an ARL-sponsored scholarship program and initiatives in the areas of recruitment, retention, and work place integration of minorities in professional positions in research libraries.

Working Group on Scientific and Technical Information

No Chair; Staff, Jaia Barrett

Assignment: to monitor STI developments and to function as advisor to the Board for shaping further ARL activities in this area.

Working Group on Future Online Library Information Systems:

Chair, Paula Kaufman; Staff, Jaia Barrett

Assignment: to focus discussion on research library future needs for online library information systems.

V. Management Services (Office of Management Services (OMS))

This capability encompasses the provision of consulting, training and publishing services on the management of human and material resources in libraries. The activities are carried out through the Office of Management Services, including the OMS Consulting Services Program, the OMS Information Services Program, and the OMS Training and Staff Development Program.

Committee on the Management of Research Library Resources

The Committee on the Management of Research Library Resources oversees and advises on the work of OMS, assists in the development and evaluation of programs, and recommends OMS policy and priorities.

The Management Committee identified three key areas to concentrate their efforts: human resource development, recruitment and library education, and organizational effectiveness. At each meeting, the Committee met in plenary session to hear reports and to discuss emerging issues, and then met in subgroups representing the three key areas. The subgroups developed and worked on their own agendas.

Organizational Effectiveness: provided guidance on the ARL/CLR Seminar on Measurement Tools and Techniques.

Recruitment and Library Education: began drafting a revision of the ARL Policy on Library Education.

Human Resource Development: began developing a synergy session for a future CNI meeting to support collaboration between librarians and computing personnel.

Advisory Committee for the OMS

The Advisory Committee for the OMS was established by Board action in mid-1991 and convened for the first time at the October 1991 Membership Meeting. The chair of the ARL Committee on Management of Research Library Resources serves as the chair of the Advisory Committee as well. The Committee reviewed the OMS Business Plan developed by the Director of the OMS and made recommendations to the Board of Directors at the July Board Meeting regarding future support of the OMS. They recommended that the OMS allocation be increased by $50,000 per year and that the OMS be provided with a one-time grant of $85,000 to develop new cost-recovery operations. In response, the Board agreed to absorb the annual rent costs ($33,000) for which OMS has been responsible into the ARL general operating expenses. Further requests for support will be reviewed after experience with the new operating arrangement.

OMS CONSULTING SERVICES PROGRAM

The Consulting Services Program includes activities related to the conduct of institutional studies and consultations. To assist libraries in their efforts to make the transition from an archival role to that of an information gateway during this period of limited resources, OMS Consulting Services Program provides a wide range of consulting services, incorporating new research on service delivery and marketing as well as on organizational effectiveness. Using an assisted self-study approach, OMS Consulting Services provides academic and research libraries with programs to systematically study their internal operations and develop workable plans for improvement in such areas as public and technical services, planning, and organizational review and design.

The OMS provides on-site and telephone consultation, staff training, manuals, and other materials to aid participants in gathering information and in situation analysis.

Summary of Activities
During this period, a wide range of projects were undertaken:

Strategic Planning and Planning Retreats: University of Kansas, Queen's University, Cornell, SUNY-Stony Brook, NAL, Preservation Planning Conference, New York State Preservation Planning Program

Public Services Review: University of Oregon

Collection Assessment Project: North Carolina State University, SUNY-Stony Brook

Organizational Review and Design: University of Arizona, Harvard (Countway Library), University of California at Irvine

Teambuilding and Team Management: MIT-Rotch Library, Penn State, York University

Total Quality Management Programs: Harvard, Michigan State University

Staff Development: Texas A&M University, MIT, Rice University

OMS INFORMATION SERVICES PROGRAM

The OMS Information Services Program gathers, analyzes, and distributes information on contemporary management techniques through the Systems and Procedures Exchange Center (SPEC), conducts surveys and analytical reviews, and answers inquiries on library issues and trends. These activities are accomplished through an active publication and service program whose principal components are the Systems and Procedures Exchange Center (SPEC), the OMS Occasional Paper Series, the Quick-SPEC survey services, and the new OMS Conferences Program.

Summary of Activities

Quick-SPEC Surveys Completed. ARL member libraries and ARL staff requested Quick-SPEC surveys on the following topics: Reference Department Workloads; Cutbacks in Library Materials Purchasing, 1992/93; Cooperative Collection Development Programs in Foreign Acquisitions; and Depository Libraries Cost Study.

Tallies of Quick-SPEC survey responses are available free of charge upon request to all libraries responding to the surveys. Other interested ARL members can request copies and documentation for a minimal charge.

SPEC Kits Completed. The following SPEC Kits were published and distributed: *Interlibrary Loan Trends: Making Access a Reality*; *ILL Organization and Staffing*; *Provision of Computer Printing Capabilities to Library Patrons*; *The Emerging Virtual Research Library*; *System Migration in ARL Libraries*; *Internship, Residency, and Fellowship Programs in ARL Libraries*; *Liaison Services in ARL Libraries*; and *Book Repair Techniques*.

Upcoming SPEC Surveys. Electronic Journals, Newsletters, and Discussion Lists; Audiovisual and Multimedia Collections; Benefits for Professional Staff; Allocation of Student Technology Fees in ARL Libraries; Allocation of Research Overhead Funds.

Upcoming SPEC Kits. Library Development and Fundraising; Cooperative Collection Development Programs in Foreign Acquisitions; Cataloging Microreproductions; Public Services for Remote Users; TQM Programs in ARL Libraries; Librarian Job Descriptions; Benefits for Professional Staff; Automated Systems for Preservation; Copyright and Access to Unpublished Library and Archival Materials; Library Staff Handbooks.

New from OMS Publications. *Resources for the Implementation of Total Quality Management (TQM) In Education, in Nonprofits, and in the Service Sector: An Annotated Bibliography*, edited by Maureen Sullivan.

Upcoming OMS Publications. Contracts have been signed for the following publications: Library Information Desks; Financial Resource Management Strategies; Audiovisual and Multimedia Collections; The Myers-Briggs Type Indicator and Library Management; *Subject Index to SPEC Kits in Print, 1977-1992*.

OMS Conferences. OMS sponsored the 3rd International Conference on Library Fee-bases Services, held in Tempe, Arizona, October 8-10, 1992. The conference theme was "Quality Services: Applying Business Practices to Nonprofit Services Delivery." Over 150 participants attended program sessions on issues related to quality management of library fee-based service operations in the 1990s, including: effective service delivery models; marketing to nonprofit clientele; fee-based services and the information economy; training for service delivery; principles of product development; information malpractice; measuring customer satisfaction; politics of fee-based services; fee-based services and state economic development; and financial aspects of fee-based services.

OMS TRAINING AND STAFF DEVELOPMENT PROGRAM

The Training and Staff Development Program is designed to help academic and research libraries find better ways of developing their human resources. The program is made up of institutes and workshops designed to strengthen the organizational, analytical, creative, and interpersonal skills of library staff. It seeks to promote personal responsibility for the improvement of library services and programs as well as for effective individual performance.

Summary of Activities

During this period, the following training events were conducted:

PUBLIC INSTITUTES AND WORKSHOPS

Library Management Skills Institute I, Chicago, September 29-October 2, 1992
Training Skills Institute, Raleigh, NC, November 4-6, 1992
Library Management Skills Institute II, Cambridge, MA, November 8-13, 1992
Library Management Skills Institute I, Washington DC, May 3-6, 1993

SPONSORED INSTITUTES

Library Management Skills Institute I, OCUL, November 16-19, 1992
Library Management Skills Institute I, New York Public Libraries, April 12-15, 1993
Adaptation of Library Management Skills Institute I, DORAL, Chicago, April 26-29, 1993
Library Management Skills Institute I, U. Washington, April 26-30, 1993
Creativity/Leadership, U. of California, Los Angeles, May 25-27, 1993

SPECIAL FOCUS WORKSHOPS

Total Quality Management, Harvard University, October 5-6, 1992
Introduction to Total Quality Management, Michigan State University, October 19, 1992
Team Building, University of Washington, October 19-20, 1992
Performance, Planning and Evaluation, University of Connecticut, November 2, 1992
Total Quality Management, Michigan State, January 6, 1993
Total Quality Management, Michigan Library Association, April 20, 1993
Making Meetings Work, Bucknell University, January 8, 1993
Service in an Academic Library Environment, U. of Virginia, January 18-19, 1993
Team Building, University of Pittsburgh, April 1-2, 1993

Video Loan Program. In operation since 1989, the OMS Video Loan Program makes management videos available to libraries inexpensively. Currently, there are 34 different videos in the library and second copies of four titles on such topics as coaching for improved performance, empowerment, supervision, and meeting management. The program is operating on a cost-recovery basis, with income being used to purchase new videos or additional copies of popular titles.

OMS OPERATIONS

OMS Operations encompasses overall coordination and management of the Office of Management Services, program planning, financial planning and strategy, fiscal control and secretarial support and office operations. In 1992, OMS completed its third year of a 3-year price schedule cycle designed to bring revenue and costs into balance. The long-range pricing structure served to provide members with information to facilitate planning for operations that require OMS services. Based on a recommendation by the OMS Advisory Committee in May, 1992, prices for OMS services and products in 1993 will be raised by approximately 10%. Due to changes in personnel in the ARL Executive Office, a significant portion of the OMS Director and the Senior Program Officer for Information Services was devoted to assisting with ARL Executive Office Operations during the second half of 1992.

VI. Federal Relations and Information Policy

The Federal Relations and Information Policy Program is designed to: monitor activities resulting from legislative, regulatory, or operating practices and programs of various international and domestic government agencies and other relevant bodies on matters of concern to research libraries; prepare analysis of and response to federal information policies; influence federal action on research libraries-related issues; examine issues of importance to the future development of research libraries; and develop ARL positions on issues that reflect the needs and interests of members. This capability includes the ARL Information Policies Committee.

Networking and Telecommunications Issues. NREN. Passage of the High-Performance Computing Act of 1991, PL 102-194, led to numerous new activities and meetings seeking to define implementation strategies for the NREN and discussions on the relationship of the NREN to the National Information Infrastructure. With the Computing Research Association, ARL submitted recommendations to the Clinton-Gore transition team relating to NREN and networking issues. Staff also participated in numerous meetings with transition team members relating to networking and telecommunications issues.

ARL submitted a statement to the House Science Subcommittee, Committee on Science, Space, and Technology on digital libraries and potential NREN applications for congressional consideration. ARL also submitted proposed language for the NREN II applications bill (House and Senate) and worked with congressional staff and Executive branch staff (OSTP and NSF) on the NREN applications and related bills, including S. 4 and S. 626. Key networking meetings of interest attended by Prue Adler include the Forum on Information Infrastructure, a group of approximately 40 individuals representing organizations, agencies, and legislative offices concerned with information infrastructure, the meeting on Network Rights and Responsibilities convened by the National Research Council, Computer Science and Telecommunications Board, and the Civic Networking Conference on "From Townhalls to Local Civic Networks: Democratic Reform in the 21st Century."

ARL continues to participate with others in the public and private sectors in the **Working Group on Digital Telephony** to respond to congressional and executive branch proposals that, as drafted, would provide the FBI greater leeway in monitoring electronic, voice, and data communications. Discussions with the FBI and congressional staff on these proposals are ongoing.

Copyright and Intellectual Property. ARL filed an *amicus* brief on March 4, 1993, before the U.S. Court of Appeals for the Second Circuit in the decision, *American Geophysical Union v Texaco*. On March 9, the Court accepted the brief, though not without many challenges by the opposing counsel, the firm of Proskauer Rose Goetz & Mendelsohn. ARL filed the brief with the American Association of Law Libraries, the Special Libraries Association, the Medical Library Association, the American Council of Learned Societies, the National Humanities Alliance, and the Association of Academic Health Sciences Library Directors. The recent decision by the Court appears to upset the balance as intended by Congress in framing the fair use doctrine. The *amicus* brief seeks to reaffirm Constitutional and congressional intent regarding the fair use doctrine in their "friend of the Court" brief.

ARL opposed the recent proposal to copyright and impose a new fee structure on the **ERIC database** and supported congressional efforts to prohibit such activities. The proposal has been withdrawn. ARL, with seven other associations in the library and scholarly communities, expressed concerns with H.R. 897 and S. 373, the **Copyright Reform Act of 1993**. The bills propose significant changes to copyright policy and would have detrimental effects on the Library of Congress' collection. ARL's statement called for a careful and thorough review of the proposed legislation prior to further congressional action on these bills.

Information Policy Legislation and Related Activities. ARL actively participated in information policy debates. ARL worked in support of passage of the Government Printing Office Electronic Information Access Enhancement Act of 1993 (formerly **GPO WINDO**) in the Senate and is working in support of its passage in the House.

ARL submitted language relating to public access and dissemination activities of the **Environmental Protection Agency**. ARL met with congressional and EPA staff to discuss the proposed provisions in the bill to elevate EPA to cabinet-level status.

ARL reiterated its position to staff of OMB on the proposed revisions to **OMB Circular A-130**, "Management of Federal Information Resources." A-130 provides guidance to federal agencies regarding information collection, maintenance, and dissemination policies and practices. The proposed revisions constitute a significant improvement over current policy though several problems remain. ARL comments focused on concerns regarding the availability of electronic products to the depository library program and called for OMB to actively promote federal agencies to disseminate resources via networks. ARL met with the new OMB nominee for the Office of Information and Regulatory Affairs to discuss ARL's position on the Circular.

With the reintroduction of the **Paperwork Reduction Act bills**, (by Sen. Nunn and Sen. Glenn), which seek to define OMB authority and agency responsibilities in the information arena, ARL met with congressional and executive branch staff to discuss the two bills.

ARL conducted a Quick-SPEC survey on the contributions made by ARL member libraries in support of the **federal depository library program**. The results of the survey were included in ARL testimony before the House and Senate appropriations committees. ARL initiated a working group and e-mail list within the depository community to review and respond to the GPO-proposed reductions and changes to the depository library program. ARL updated the ARL Task Force report on Government Information in Electronic Format in support of the Depository Library Council initiatives on rethinking the depository library program. ARL hosted a three-day meeting of librarians to discuss future scenarios for the depository library program. The recommendations of the group will be discussed in numerous forums for comment and review over the next six months, culminating in a report midyear.

Training of Phase II **ARL GIS Literacy Project** participants was completed in November. The ARL GIS Literacy Project seeks to educate librarians and users about GIS as well as to develop GIS capabilities in research libraries. Thirty-six librarians from ARL libraries attended the training, increasing the number of participants to 66 U.S libraries. A third phase for interested Canadian ARL members is under development. Additional financial support was provided by the H.W. Wilson Foundation. In addition, other GIS vendors have contributed data and offered educational discounts for hardware and related software in support of the ARL project.

Appropriations, Indirect Costs, HEA. ARL, with ALA, met with members of Congress and congressional staff seeking to restore proposed cuts to the Department of Education library programs. With the zeroing out of HEA Title II programs, additional effort will be required to educate and inform the new administration of the value of these programs. ARL continues to work with a coalition of 20 other higher education associations to promote increased funding for Title VI programs.

GPO. ARL provided testimony in support of the FY 1994 budget request for the Government Printing Office and the Library of Congress. Kate Mawdsley, Associate University Librarian, University of California-Davis, presented both statements.

Library of Congress. Kate Mawdsley, Associate University Librarian for Public Services, University of California-Davis, testified on the FY 1994 LC budget request on behalf of ARL and ALA, and a statement was also submitted to the Senate Appropriations Committee. ARL continues to review and provide suggested revisions to LC and congressional staff concerning the Library of Congress Fund Service legislation. A statement delineating ARL, ALA, and AALL concerns with the Fund Service legislation was submitted to congressional staff. LC staff, congressional staff, and staff of ARL, ALA, and AALL met throughout the fall to fashion a bill.

Indirect Cost. ARL continued to monitor congressional and federal activities relating to indirect cost issues and met with key congressional staff on recent indirect cost issue discussions.

VII. Collection Services

This capability addresses the broad issues facing research libraries in the areas of collection management and preservation. The work of two ARL committees is covered by this capability: Research Collections and Preservation of Research Library Materials.

ARL's collection development efforts are directed toward the program objective of supporting member libraries' efforts to develop and maintain research collections, both individually and in the aggregate. Strategies to accomplish the objective include: promotion of needed government and foundation support for collections of national importance in the United States and Canada; efforts toward improving the structures and processes needed for effective cooperative collection development programs, including the North American Collections Inventory Project (NCIP); provision of collection management consulting through the Collection Analysis Program; and development and operation of collection management training programs.

ARL's preservation efforts support the strategic program objective of promoting and coordinating member libraries' programs to preserve their collections. Strategies in pursuit of this objective include: advocacy for strengthening and encouraging broad-based participation in national preservation efforts in the U.S. and Canada; support for development of preservation programs within member libraries; support for effective bibliographic control of preservation-related process; encouragement for development of preservation information resources; and monitoring technological developments that may have an impact on preservation goals.

Committee on Research Collections

The Committee is providing oversight for the Foreign Acquisitions Project, funded by The Andrew W. Mellon Foundation. The Committee approved the work plans for the second phase of the project and reviewed project progress in October. Central to the discussions was the consideration of models for the collection and distribution of foreign materials. Discussions at the October Committee meeting also highlighted concern about the implications of electronic information resources and the need to develop innovative approaches and structures aimed at facilitating electronic resource sharing. The Committee will further explore the implications of electronic information in developing research collections. The Committee also advised on the ongoing operation of the North American Collections Inventory Project (NCIP) and discussed collection development issues of general interest to ARL.

ARL Committee on Preservation of Research Library Materials

The Committee pursued a number of initiatives to address preservation problems in research libraries. One dominant concern was monitoring developments relating to mass deacidification. Building on the recommendations developed at the September 1991 Round Table on Mass Deacidification, the Committee recommended that ARL develop a cooperative mass deacidification project. ARL joined with the Committee on Institutional Cooperation (CIC) and about 25 ARL institutions to pursue a pilot project. At the October 1992 meeting, ARL directors who have indicated an interest in participating in a joint ARL/CIC mass deacidification project joined the Committee for a discussion of the project and an exploration of issues in mass deacidification.

Strengthening North American preservation programs is an ongoing Committee priority. Meeting that objective builds on the work of two groups.

The ARL Preservation Planning Task Force

The Task Force was established at the recommendation of the participants at the May 1992 Preservation Planning Conference co-sponsored by the University of Chicago Library and the Association of Research Libraries. The purposes of the Conference were to (1) identify the needs that ought to be addressed in a comprehensive program for research libraries and (2) identify a strategy for addressing those needs. The Conference sought consensus on a plan for the preservation of research libraries' collections. The Task Force was asked to further clarify the preservation needs highlighted during the conference discussions and to develop alternatives to move the preservation agenda forward. Task Force members will prepare a report that will outline central preservation needs in research libraries and will propose strategies for addressing these needs.

ARL Working Group on the Review of the NEH Program

Established under the aegis of the ARL Preservation of Research Library Materials Committee, the Working Group was charged with gathering information on the importance of the NEH preservation funding to ARL libraries in the United States with regards to both benefits and additional needs. It is chaired by Gerry Munoff, Deputy Director, University of Chicago Library. The group's report will assist ARL in preparing testimony in support of NEH's fiscal year 1994 appropriations and summarize recommendations from member institutions regarding the next five years of the program. In 1988 NEH developed a five-year plan with recommended annual allocations of funds among various preservation activities. In last year's testimony on behalf of ARL, CPA, and NHA on the fiscal year 1993 appropriations for NEH, we asked the Chairman of the Subcommittee on the Interior and Related Agencies, Committee on Appropriations, to "request the NEH to develop a revised capability statement with funding targets for the second five-year cycle (i.e., FY-94 through FY-98)." This year's testimony on behalf of ARL, CPA, and NHA on the fiscal year 1994 appropriations for NEH will document the profound impact of the NEH preservation program and indicate future directions. The draft report will be discussed at the May ARL Preservation Committee meeting. The final report will be distributed to the ARL membership in late May.

VIII. Access and Technology

This capability addresses the myriad issues related to the ARL mission of enhancing access to scholarly information resources. The work of five ARL groups is covered by this capability: the Committee on Access to Information Resources, the Work Group on Scientific and Technical Information, the ARL Advisory Committee on the ARL-RLG Interlibrary Loan Cost Study, the Task Force on Future Online Library Information Systems, and the ARL Steering Committee for the Coalition on Networked Information. In addition, this capability encompasses the relationship established among ARL, EDUCOM, and CAUSE — the HEIRAlliance.

Committee on Access to Information Resources

Activity within the committee, chaired by Nancy Eaton, has focused on refinement of the committee's agenda in support of resource sharing in an electronic environment. A working plan developed at last October's meeting centered on securing discussion and comment on the issues developed in a white paper authored by Shirley Baker, Washington University and Mary Jackson, University of Pennsylvania. The white paper, *Maximizing Access and Minimizing Costs*, critiqued the current ILL system and outlined the elements of the "ideal" system. Discussion within ARL and at last January's ALA with librarians, system providers and developers was positive. The committee effort, now formalized into a Subcommittee on ILL and Document Delivery, chaired by Shirley Baker, was urged to maintain an active and visible program that would encourage developments to improve ILL systems and operations.

This spring, the University of Pennsylvania generously agreed to support a leave of absence for Mary Jackson, ILL librarian and co-author of the white paper, to undertake these follow-up actions on behalf of ARL libraries. Follow-up activities to be reviewed with the full committee in May include orchestrating discussions in June with a wide variety of vendors and system providers to enlist their participation in a series of meetings over the summer to collaborate on implementing elements of the "ideal" ILL system.

Other recommendations made by the committee in October include: that ARL examine the economics of ILL/document delivery and experimental modeling for determining when to borrow versus purchase; and development of a paper on the issue of patron fees for ILL be developed. Another recommendation addressed a possible pilot project with a small number of ARL libraries and OCLC to explore an enhanced OCLC ILL subsystem. Discussions with OCLC since October suggest that a pilot project per se may not be necessary given the plans already underway at OCLC. The question of how best to achieve the committee's goal of an enhanced ILL subsystem was therefore referred to the RLAC Executive Committee for their advice and involvement.

Other agenda items before the Access Committee have been: coordinated cataloging, network(s) sources and roles, and the role of research libraries in managing data.

Work Group on Scientific and Technical Information

The Work Group was formed in 1991 to follow up the report of the 1991 ARL Task Force on a National Plan for Science and Technology Information Needs. The Work Group monitors STI developments and functions as an advisor to the Board for shaping ARL activities in this area. The Work Group is the primary link for ARL Membership to monitor and advise on input for the AAU Task Force on Managing Scientific and Technological Information.

In October the group developed an outline of issues to be addressed by libraries that enter into partnerships with other libraries or agencies to provide integrated information services on a national scale. Participating in discussions were representatives of the National Agricultural Library, the proposed National Library for the Environment, and the U.S. Interagency Global Change Initiative. The results were aired during the October program session and have been provided to the AAU STI Task Force.

Advisory Committee on the ARL RLG Interlibrary Loan Cost Study

The Advisory Committee, chaired by Joan Chambers, was established to advise ARL staff on the conduct of the ARL RLG Interlibrary Loan Cost Study. The joint project collected quantitative information on the costs incurred during 1991 by research libraries for interlibrary lending and borrowing activities. Seventy-eight (78) libraries participated in the project that was supported in part by a grant from the Council on Library Resources.

The Committee met in October and January to advise on the data analysis and reporting mechanisms. Local cost analysis reports for each participating library were provided in December; a summary of the aggregate data analysis was published in the January ARL newsletter (#166) and was reported upon on a number of occasions during the first quarter of this year. The project report, under review by the Committee, is expected to be published this spring.

Task Force on Future Online Library Information Systems

Last October the Task Force met with representatives from the Access Committee, the Coalition for Networked Information, and the CLR Bibliographic Services Study Committee so that the several groups could coordinate approaches to the issue of the future of online library information systems. As a follow-up, in November, FOLIS conducted a synergy session at the meeting of the Task Force of the Coalition for Networked Information. Under consideration is a Coalition-supported focus group discussion. This spring, through the office of Bill Ellis, Associate Librarian of Congress for Science and Technology, contact with an NSF office with similar interests has been established.

ARL Steering Committee for the Coalition for Networked Information

As part of the governance structure for the Coalition for Networked Information, each of the three sponsoring organizations (ARL, CAUSE, and EDUCOM) has three seats on the Coalition Steering Committee. ARL representatives to the committee are: David Bishop, Nancy Cline, and Jerome Yavarkovsky. Since the fall, the Steering Committee has met twice and conducted a conference call. It moved forward with six major initiatives including: The Rights for Electronic Access to and Delivery of Information (READI) Project, the TopNode for Networked Information Resources, Services, and Tools, and an information packet for new networking users.

In February the ARL Board reviewed the first three years of the Coalition and reaffirmed its desire to continue ARL sponsorship of this working relationship with EDUCOM and CAUSE. The Board recognized the extraordinary success of the CNI program and recommended that the Coalition focus and strengthen its activities on institutions of higher education. The Board also recommended a procedure to ensure opportunities for ARL input and influence over Coalition policy and program development.

The Higher Education Information Resources Alliance (HEIRAlliance)

In 1991, the ARL Board accepted an invitation from CAUSE and EDUCOM to form an alliance to identify cooperative ventures dealing with information resources management. The HEIRAlliance is a device that allows three-way, project-based cooperation. The initial project was production of a four-page briefing paper, "What Presidents Need to Know about the Integration of Information Technologies on Campus." The report, issued last fall, was the result of work by teams of library directors, heads of information technology, and presidents. The next project, now under discussion, is an assessment of the value and benefits of information technology.

IX. Office of Scientific and Academic Publishing

The objective of the Office of Scientific and Academic Publishing is to maintain and improve scholars' access to information. OSAP undertakes activities to understand and influence the forces affecting the production, dissemination, and use of scholarly and scientific information. The Office seeks to promote innovative, creative, and alternative ways of sharing scholarly findings, particularly through championing newly evolving electronic techniques for recording and disseminating academic and research scholarship. The Office also maintains a continuing educational outreach to the scholarly community in order to encourage a shared "information conscience" among all participants in the scholarly publishing chain: academics, librarians, and information producers. The activities of this office build on the results of the ARL Serials Prices Project as well as interest and research ongoing in the profession. The capability is advanced, and OSAP receives guidance through the work of the ARL Committee on Scholarly Communication.

Campus and Scholarly Programs and Initiatives. Presentations by OSAP to administrators, faculty, editors, and/or librarians were made at the following institutions:

Smithsonian Institution, November 1992
Colorado State University, November 1992
Provosts of Greater Midwest Research University Consortium on Intellectual Property Management, March 1993
University of California at Irvine
Quebec Universities Consortium meeting, April 1993
University of Tennessee, April 1992
University of Hawaii, May 1993

Working with the Library Community in the Scholarly Publishing Arena. Presentations, consultations, or papers were given at:

ACRL Discussion Group on Serials, ALA Midwinter, January 1993
Aqueduct Serials Retreat, Chapel Hill, April 1993

Research, Consumer, Investigative Activities.

Worked with several scientific societies to shape their responses to NSF page charges proposal.
Meetings with the AMS, ACM, and APS outlining potential collaboration on publishing developments.

Publishing and Projects

- ***ARL Directory of Electronic Journals, Newsletters, and Academic Discussion Lists.*** As the ARL membership meets in Hawaii, the third edition of the *Directory* will be delivered to ARL offices. The new *Directory* is more than 50% larger than the second edition, including close to 1,400 e-journals, newsletters, and discussion lists. It also contains substantive front matter in the form of articles, annotated bibliographies, and a citation standard for electronic serials. For the first time, investment has been made in the additional enhancement of a keyword/title/sponsoring agency index. By reducing font size and white space on the pages, the new edition has grown only from 250 pages to 360, instead of the proportional 440 it would have taken to accommodate all the information in it.

• **Visions and Opportunities in Not-For-Profit Publishing** The second symposium in this series was held from December 5-8 and enlarged to 120 participants. The meetings were described by participants as "Woodstock" experiences; they also generated revenue. *Proceedings of the Second Symposium* were produced by OSAP in book form in March 1993. A great deal of the impetus is credited to the Association of American University Presses (AAUP), whose desire for a printed record inspired this very attractive and well-done publication.

A planning group is at work for a third Symposium scheduled in Washington, DC, for November 1993. In addition to AAUP, the University of Virginia Libraries will co-sponsor this meeting and will offer an optional tour to their Electronic Text Center at the end of the meeting.

• **AAU Task Force on Intellectual Property Management.** The AAU task force on Intellectual Property Rights has been a special focus. Overview, summary, and reading lists were prepared in late 1992 for the new group, and involvement in the initial meeting (January 1993), setting up subsequent meetings, preparing minutes, planning papers, and generally helping the AAU to staff this group are seen as key contributions and investments. A second (planning) meeting to define the "umbrella" under which the task force will work, was held on April 21 in Washington, DC. A full meeting to continue the process is scheduled for June 7.

Recent Publications by the OSAP Director

• "Synopsis" in *University Libraries and Scholarly Communication*, The Andrew W. Mellon Foundation, published Washington, DC, ARL, 1992. xv-xxix. [Thanks to the efforts of the research libraries of Quebec, the Synopsis has now been translated into the French language and is available to anyone who could use it in French-speaking communities and countries.]

• As above, the third edition of the *Directory*, and the *Proceedings* of Symposium II.

• An electronic version of The Andrew W. Mellon book is in development for mounting on network servers.

• Regular columns in ARL's newsletter.

ARL Committees

The ARL Firm Subscription Prices Working Group has been particularly visible during this time and has been innovative in reaching out to the distributor and publishing community on a specific issue involved with journals publishing. Don Koepp spearheaded the creation of this group under the aegis of the Scholarly Communications Committee in order to:

• To establish a process of identifying firm price requirements by ARL libraries.

• To establish a dialogue with the vending and publishing community to attain prices for the subscription year by August or September of the previous calendar year.

The group met for the first time at the fall meeting of ARL, October 1992. It met with major subscription agencies and the Chair of the STM Library Committee in January 1993 at ALA Midwinter. The group subsequently drafted a letter to the above groups and mobilized 95 ARL library directors as signers of it. This letter and responses to it achieved a broad circulation throughout the publishing and library communities via paper and e-mail. The STM group of publishers has taken the request for firm subscription prices in a timely, serious fashion and is working with its members and with subscription agencies to both pressure publishers to produce the information that libraries need when they need it and to promote the electronic exchange of data between publishers, vendors, and the library community.

The Working Group's initiative was supported in a similar letter drafted and signed by 51 research library directors in Ireland and the U.K. It seems clear that this initiative will lead to further discussions and to work with the publishing community on issues seen as important for both communities.

X. International Relations

The International Relations capability is designed to monitor activities, maintain selected contacts, identify developments on issues of importance to North American research libraries, and share experiences of North American research libraries that may contribute to the development of research libraries internationally. This capability draws on staff and projects across several ARL programs.

As with scholarly relations, international relations represents a capability that is manifested by activities in several separate program areas rather than through a consolidated office.

The Standing Conference of National and University Libraries (SCONUL), ARL's counterpart in the U.K., sent a delegation of representatives to ARL's October 1992 membership meeting. A panel on the *Future Expectations for Research Libraries in the U.K.* featured remarks by SCONUL colleagues.

International issues will play a strong role in the programming of the May 1993 ARL Membership Meeting focusing on the Pacific Rim. The program, *Gateway to the Pacific Rim: Information Resources for the 21st Century*, was designed to highlight the key issues of East/West scholarship and research libraries' response. Panels will examine efforts by the academic library community to respond to scholars' needs for enhanced access to resources, and trends in publishing, collecting, and foundation support to enhance access to Pacific Rim information resources. The program will also include a session on the challenge of diversifying a university within a diverse community. Hosted by the University of Hawaii Libraries, the program sessions will be held May 6-7 in Honolulu; ARL committees and work groups will meet May 5.

The ARL Executive Director led a strategic planning retreat for the International Federation of Library Associations' (IFLA) Professional Board. The retreat participants included the newly appointed IFLA Secretary General Leo Voogt.

XI. General Administration

General Administration encompasses overall coordination and management of the Association, program planning and strategy development, staffing, financial planning and strategy, space planning, fiscal control, and secretarial support and office operations.

Financial Status as of December 1992. The year-end financial report indicated that, for all accounts combined, the Association achieved a small surplus of $4,000. The Executive Office secured a surplus of $51,000. The Office of Research and Development secured a surplus of $9,000. The Office of Management Services ended the period with a $51,000 deficit. The audited financial report is being prepared and will be published as part of the May meeting minutes.

ARL 1993 Financial Strategy. At the July meeting of the ARL Board of Directors, intense discussion revolved around the prospective move of the Association headquarters and need for a dues increase to meet the cost of increased space. The Board also received requests from two committees to increase support to two ARL capabilities: statistics and the OMS. While acknowledging the difficult financial situation that many ARL libraries face, the decision was made to propose to membership a 15% increase to $12,000. Key elements in the package included an ongoing allocation to permanent reserve, the move of ARL headquarters to a new location with increased space, expanded support for the statistics capability and for the OMS, and a 4% cost-of-living adjustment.

On October 22, 1992, the ARL Membership adopted a new dues structure of $12,000 that addresses four distinct elements: an eleven-year plan to provide expended office space, an increase in support for the statistics and measurement capability, an inflationary adjustment to maintain support for the fully committed current programs of the Association, and continuation of an annual allocation to the permanent reserve.

The first-quarter 1993 financial report indicates conformance with the budget.

Relocation of ARL Offices. A major administrative target in 1992 was resolving the office space situation. For almost 29 years, ARL occupied office space in an older converted townhouse owned by the American Political Science Association (APSA) on New Hampshire Avenue. Over the last ten of those years, the Association adjusted to the space limitations at this location. The addition of the Coalition for Networked Information, the Office of Scientific and Academic Publishing, and the Office of Research and Development during the last three years resulted in extreme overcrowding and loss of critical common space in these offices.

Since the lease with APSA expired at the end of 1992, the Board conducted an extensive review of alternatives and consequently approved a decision to relocate to larger space in a more functional office building located at 21 Dupont Circle. An eleven-year lease was signed with IMI Capital Markets USA Corporation. This building, also known as the Euram Building, is a dramatic structure on Dupont Circle adjacent to Number One Dupont, the ACE Higher Education Building. The building is relatively small, but allows all of the ARL core programs to be integrated on one floor and provides conference capability. The Coalition for Networked Information and the National Humanities Alliance are housed on part of a separate floor. Relocation to this new space completes a process begun in 1990 and, with membership support, provides ARL the space needed to fulfill the mandate of the ARL Strategic Plan.

The move of ARL offices in March 1993 required a commitment to a long-term financial plan to underwrite the costs of the new space. The annual increased cost of the added space for the Association in the first year of the lease is $70,000. In addition, the OMS Advisory Committee recommended an increase in support of the Office of Management Services to help address the OMS budget shortfalls that have occurred over the last several years. The Board of Directors concluded that the best way to extend this support was by assuming the cost of space for the OMS. This resulted in a total increased annual cost of space for the Association of $103,200.

Personnel Resources. With the departure of Sarah Pritchard, Associate Executive Director, several interim work assignments were made pending review of staffing options. Jaia Barrett is serving as Acting Associate Executive Director, coordinating projects and programs. Susan Jurow is responsible for administrative operations and Board and membership meeting coordination and management. C. Brigid Welch is supervising the ARL and OMS communication and publications programs. Nicola Daval has taken responsibility for the ARL Statistics Program and the salary surveys and publications. Gloria Haws joined the staff as OMS Program Assistant for Customer Services. Stacie Carpenter and Patricia Brennan, who began while graduate students at the Catholic University School of Library and Information Studies, graduated in December 1992. While searching for professional positions, both are working on an hourly basis to support statistics and the federal relations program. Diane Harvey, Librarian at The Johns Hopkins School for Advanced International Studies, is providing professional support for Research and Development projects on a part-time basis.

XII. Research and Development

The ARL Office of Research and Development consolidates the administration of grants and grant-supported projects administered by ARL. The major goal within this capability is to energize the ARL research agenda through the identification and development of projects in support of the research library community's mission as well as the development of funding support for those projects. The ARL Visiting Program Officer project is a part of this capability.

ONGOING PROJECTS

NEH Preservation Planning Program Project

In June 1991 the National Endowment for the Humanities awarded ARL an 18-month grant of $59,933 to support the enhancement and revision of the Preservation Planning Program (PPP) resources. With this additional NEH funding, ARL updated the Preservation Planning Program Manual. The award also supported the development of a series of seven focused resource guides that assemble guidelines, procedures, checklists, and technical documentation related to the major components of a preservation program. A key feature of the project was the participation of ten preservation administrators in carrying out major portions of this further enhancement of preservation planning materials for research libraries. These enhanced PPP resources were completed in March 1993.

National Register of Microform Masters (NRMM) RECON Project.

ARL, in partnership with the Library of Congress, is administering the "Creation of Machine-Readable Cataloging for the NRMM Master File." ARL is using the RETROCON services of OCLC to produce the records. The Library of Congress is distributing the resulting tapes through its Cataloging Distribution Service. The goal of the project is the conversion into machine-readable records of approximately 529,000 monographic reports in the NRMM Master File, which represents the records for microform masters held by libraries, archives, publishers, and other producers.

In December 1991 the National Endowment for the Humanities, Division of Preservation and Access, awarded ARL $665,222 for the continuation of the project for retrospective conversion of monographic records in the NRMM Master File. In December 1992 ARL submitted a supplementary grant proposal for the completion of the project. To date, the first contractor and OCLC have processed 450,000 records.

Scholarship, Research Libraries, and Foreign Publishing in the 1990's

This ARL project is directed toward developing a clearer understanding of the forces influencing North American research libraries' ability to build collections of foreign materials. Its long-term goal is to mobilize major segments of the higher-education community, including research libraries, to develop effective strategies and the resources needed to address scholars' foreign information needs. Support for the project is provided by The Andrew W. Mellon Foundation.

The initial phase of the project established the project organizational structure. The ARL Committee on Research Collections is serving as Project Advisory Committee. A Project Task Force of 12 senior administrators of collection-management programs in ARL libraries has been established.

Current project activities include:

- Developing joint projects with foreign area groups to analyze publishing output and research libraries' acquisition and delivery of foreign imprint collections. Eight projects are underway. The intent is to identify priorities for foreign materials by broad world areas.

- Conducting pilot test studies that will focus on acquisitions needs for six areas, including Germany, Mexico, Russia, China, Japan, and Western African countries. Project task forces under the aegis of the respective foreign area group have been established. To date, three groups have completed their investigations.

- Working with the American Academy of Arts and Sciences, Midwest Center to bring together scholars and foreign area bibliographers to assist in determining priority needs and strategies for improving access to foreign materials. The first meeting was held at the University of Chicago in late April 1992. The second meeting took place in Cambridge, MA, on November 12, 1992.

- Working with the AAU Research Libraries Task Force on Acquisition and Distribution of Foreign Language and Area Studies Materials to assist in identifying strategies to strengthen acquisitions of foreign materials and secure needed funding.

- Conducting a Quick-SPEC survey to gather data on cooperative collection management programs for the acquisition of foreign materials in ARL libraries.

In addition, there are a number of related activities. A special focus is contributing to the development of a national plan for research library resources in Japanese Studies. Early in 1992 the National Coordinating Committee on Japanese Library Resources was formed to mobilize the resources of funding organizations in support of creating a comprehensive system of access to Japanese information. Duane E. Webster serves as a member of this Committee.

Gayle Garlock, ARL Visiting Program Officer and Associate Librarian for Collection Development, University of Toronto, is devoting about 20 percent of his time to the project in 1993, providing essential assistance.

Phase III of the project is scheduled to be completed in 1994. The final phase will be directed toward the consolidation and dissemination of the research carried out during Phases I and II, refinement of the methodologies based on the experience during the six pilot studies, extension of the methodologies to remaining areas requiring study, and development of procedures for the ongoing monitoring of the state of access to foreign materials in North America.

Latin American Studies Project

Dr. Dan C. Hazen, Selector for Latin America, Spain, and Portugal in the Harvard College Library, is serving as ARL Visiting Program Officer for a Latin American Studies assessment project. Scheduled for completion in 1993, the project aims to evaluate the progress in providing machine-readable access to bibliographic records in Latin American studies in North American research libraries and to assess the extent to which past efforts and current RECON and preservation programs have addressed Latin Americanists' needs. ARL plans to publish the report of Dr. Hazen's investigation in 1993. The Harvard College Library is supporting Dr. Hazen's project. Additional project budget support is provided by the Research Libraries Group and ARL libraries that have participated in the Latin American Recon Project.

ARL/RLG Interlibrary Loan Cost Study

In early 1992 ARL and RLG undertook a joint project to collect 1991 cost data for interlibrary loan operations. The Council on Library Resources provided $10,000 in support of the project. Seventy-eight libraries participated. In December 1992 each participating library received a confidential report with an analysis of their local costs. Highlights of the aggregate data were reported in January during ALA meetings and elsewhere; a brief report also appeared in the January ARL Newsletter. The project report with more detailed analysis of the aggregate data is scheduled for publication this spring.

GIS Literacy Project

With continued support from ESRI and GDT, two GIS software companies, the ARL GIS Literacy Project was extended and expanded during the last six months. This was made possible in part by a grant of $26,850 from the H.W. Wilson Foundation. Phase II of the project brought 35 more libraries with GIS training last November, bringing the total number of libraries supplied with software and GIS training to 66. Phase III, targeted for Canadian members, is in the planning stages. The University of Kansas continues to support the project with staff time for Donna Koepp, who serves as a Visiting Program Officer working in collaboration with Prue Adler.

NACS-ARL Reserve Room Custom Publishing Project

ARL and the National Association of College Stores (NACS) met in July 1992 to discuss a project to explore cooperation between libraries and campus stores in developing custom publishing services for material usually placed on reserve. Although interest by member libraries continues to be high, project implementation has been delayed at several institutions for reasons of funding and/or other local project priorities. There is some interest in holding a follow-up meeting in conjunction with ALA in New Orleans.

ARL-AAU Action Agenda

In 1992 ARL and the Association of American Universities established a joint action agenda to address critical issues facing research libraries. The three agenda items are: availability of foreign publications and area studies resources, intellectual property in an electronic environment, and management of STI. Following this step, AAU launched a Research Libraries Project under the direction of a steering committee co-chaired by Hanna H. Gray, President of the University of Chicago, and Myles Brand, President of the University of Oregon. Last fall, three task forces were established (each linked to one of the three agenda topics) and met initially in Chicago last January. ARL and Coalition for Networked Information staff serve as resources for the three task forces; the project is supported with a grant from The Andrew W. Mellon Foundation. Substantive progress reports are expected Fall 1993; the project is scheduled to conclude in April 1994.

PROJECTS UNDER DEVELOPMENT

Cultural Diversity Project: Minority Recruitment to Graduate Library Education Programs

The OMS Cultural Diversity Program working with the ARL Minority Recruitment Task Force has proposed a new initiative to establish stronger ties with library and information science programs. A proposal is under development to establish a partnership with library school faculties that would strengthen diversity and recruitment strategies within library education graduate programs. The purpose of the partnership is to increase the number of people from underrepresented groups in ARL libraries. A letter to determine interest in funding such a project was sent to the Ford Foundation.

ARL-CLR Seminar on Research Library Measurement Tools and Techniques

The goal of such a seminar is to characterize and discuss the kinds measurement and assessment questions and decisions faced by directors of research libraries, with experts from the fields of operations research, business, economics, and public policy to determine if there are tools or techniques in other fields that may be applicable for libraries. In October an advisory committee was established to formulate questions to be addressed in a seminar on research library measurement tools and techniques. Informal discussion with some committee members took place in January, during ALA. The committee will meet for the first time during the May membership meeting.

Interlibrary Loan Document Delivery Project

The ARL Committee on Access to Information Resources has initiated a series of discussions concerning the future of interlibrary loan operations and document delivery alternatives. A white paper, *Maximizing Access, Minimizing Costs*, that was written for the Committee by Shirley Baker and Mary Jackson, ILL Librarian at the University of Pennsylvania, reflects the committee discussions and suggests further ARL activities to improve ILL and document delivery options for research library users. The University of Pennsylvania has agreed to provide Mary Jackson with an eight month leave of absence to serve as ARL Visiting Program Officer and to provide staff support for the Committee's agenda in this arena. Partial funding to support this VPO initiative has been provided by the University of Pennsylvania. A request for funds has gone to the Council on Library Resources, additional requests will be made to other agencies.

ARL Statistics and Measurements Program

In October, the ARL Membership approved a dues increase to allow an expansion of the statistics program into areas of measuring the organizational performance and effectiveness of research libraries. This increase brings the total dues allocation to this program to a level of $38,600. Under development is a proposal to match this level of investment by research libraries in order to support an accelerated pace of development for the expanded statistics and measurement program. This would support a 6-9 month overlap between the current transition team staff (Nicola Daval and Patricia Brennan) and the new Senior Program Officer for Statistics and Measurement, allowing the new officer to focus on "breakthrough" goals for the program with assistance from the transition staff to manage the ongoing statistical surveys and publications.

Mass Deacidification Project

Approximately 25 research libraries have expressed interest in participating in a joint ARL-CIC Mass Deacidification project. The project is proposed as a four-year initiative to activate or enhance local mass deacidification programs with the incentive of matching funds to steadily escalate libraries' budget for mass deacidification services. A discussion among many of the participants last October reaffirmed their interest in participation. A proposal is before the The Andrew W. Mellon Foundation for their review.

National Register of Microform Master (NRMM) RECON Project for Serials

ARL, in partnership with Harvard University Library, the Library of Congress, and New York Public Library, has begun planning for a project for retrospective conversion of the serials records in the NRMM Master File. The project envisions an institution-based, distributed approach. ARL would serve as the project administrator and is working initially with this core group of three institutions to convert large numbers of NRMM serials reports. The goal of the project is to convert the NRMM serials records that are not yet available in the OCLC or RLIN databases, creating both bibliographic and holdings records in a machine-readable form. Funding will be sought from the National Endowment for the Humanities.

NCC-ARL Project on Electronic Information Resources

In consultation with Japanese studies librarians, ARL is seeking funding for developing pilot projects that will help Japanese studies librarians clarify the strategic choices facing libraries that administer Japanese studies collections, to gain practical experience with electronic technologies and to test different approaches to information access and provision. This is a joint project with the National Coordinating Committee for Japanese Library Resources (NCC). A grant proposal was submitted this spring.

MEMBER SUPPORT OF ARL VISITING PROGRAM OFFICERS

The ARL Visiting Program Officer program provides an opportunity for a staff member in a member library to assume responsibility for carrying out part or all of a project for ARL. It provides a very visible staff development opportunity for an outstanding staff member and serves the membership as a whole by extending the capacity of ARL to undertake additional activities.

Typically, the member library supports the salary of the staff person, and ARL seeks grant funding to cover travel or other project-related expenses. Depending on the nature of the project and the circumstances of the individual, a Visiting Program Officer may spend extended periods of time in Washington, DC, or they may conduct most of their project from their home library. In either case, contact with ARL staff and a presence in the ARL offices is encouraged, as this has proved to be mutually beneficial for the VPO and for ARL. To discuss candidates who might contribute to ARL programs by serving as a Visiting Program Officer, contact Jaia Barrett.

During the previous six months, the following institutions have supported or announced their intention to support ARL Visiting Program Officers.

Harvard University: Dan Hazen, for a Latin American Studies Assessment Project, with Jutta Reed-Scott.

University of Kansas: Donna Koepp, to consult on the GIS Literacy Project, with Prue Adler.

University of Pennsylvania: Mary Jackson, to support the work of the Interlibrary Loan and Document Delivery Subcommittee of the ARL Committee on Access to Information Resources, with Jaia Barrett.

University of Toronto: Gayle Garlock, to assist with the Foreign Acquisitions Project, with Jutta Reed-Scott.

APPENDIX

COALITION OF NETWORKED INFORMATION

PROGRAM OVERVIEW

MISSION

- The mission of the Coalition for Networked Information is to promote the creation of and access to information resources in networked environments in order to enrich scholarship and to enhance intellectual productivity.

- The Coalition pursues its mission by seeking to realize the information distribution and access potential of existing and proposed high performance computers and networks that support the research and education activities of a wide variety of institutions and organizations.

- The Coalition accomplishes this realization by undertaking activities, on its own and in partnership with others, that formulate, promulgate, evaluate, and promote policies and protocols that enable powerful, flexible, and universal access to networked information resources.

- The Coalition directs the combined intellectual, technological, professional, and financial resources of its members according to a shared vision of how the nature of information management is changing and will continue to change through the end of the 20th Century and into the beginning of the 21st.

GOALS AND OBJECTIVES

- To inspire, by promulgating vision statements that (a) project the future characteristics and capabilities of high performance computers and advanced networks, and (b) analyze those characteristics and capabilities in terms of their likely impacts, both positive and negative, on research and education communication.

- To inform, by identifying, endorsing, supporting, and coordinating projects that (a) are collaborative, (b) seek to advance the understanding of or the state-of-the-art relative to the vision statements, (c) recognize the need for open architectures and standards, and (d) fully disclose their objectives, methods, and findings.

- To influence, by advocating principles, guidelines, and positions that address the behavioral, social, cultural, and economic processes and structures that both enable and constrain the use of high performance computers and advanced networks as infrastructures for research and educational communication.

- To integrate, by providing opportunities for senior administrators of libraries and senior administrators of information technologies in higher education institutions to work with comparable administrators from other institutions and organizations in a common enterprise directed toward a shared future.

PRIORITIES

- **Modernization of Scholarly Publishing**

  The conversion of page-oriented publications from storage and transmission on paper to storage and transmission via networks.

  Economic analyses of networked information distribution, access, and delivery, and of the life-cycle costs of printed information distribution, access, and delivery.

  Understanding how networks can be used as media for access to and distribution of existing scholarly publications, and of alternative models for networked information distribution, access, and delivery.

  The potential of site licenses and related agreements between creators and users of published works to catalyze the formation of the market for networked information.

The potential of high-volume, networked printing (imaging) facilities, and related technologies, for shifting from a just-in-case to a just-in-time information access and delivery system.

An examinaition of issues related to advertising on the Internet, including concerns related to privacy, copyright, government regulations, content, social implications, and technical issues.

An approach to data gathering and analysis that will insure that the most important questions about networked full-text projects (such as TULIP) and their experiences are asked and answered in a manner that allows different approaches to be contrasted and compared so that the lessons that are learned are known to as wide a group of interested institutions, organizations, and parties as possible.

- **Transformation of Scholarly Communication**

The genuinely innovative potential of the network medium for scholarly communication and publication and the architectural requirements of collaborative, iterative, and derivative works and compound information objects that contain images, video, sound, executable algorithms, and associated datasets in addition to traditional text.

Lowering the barriers and otherwise improving the climate for the creation and utilization of high-performance information resources and services.

The promises and challenges of networked information for scholarship and pedagogy in the humanities, arts, and social sciences as well as the sciences and professions.

The capture, storage, and utilization of theses and dissertations via networks.

- **Directories and Resource Information Services**

Tools and services that facilitate navigation by network users, develop the ability of navigators, and otherwise contribute to the organization and comprehension of networked information resources and services.

The need for open systems, standards, and, therefore, interoperable products and services based upon a distributed architecture of servers that draw upon a common or at least comparable set of data elements.

A (printed and networked) directory of directories and resource information services that provides qualitative (consumer) as well as descriptive information.

The Library of Congress effort to enhance the MARC formats to account for the cataloging requirements of networked resources and services.

The need for a "X.500 Service Developers Exchange" to focus and cross-fertilize the X.500 implementation efforts of the Coalition constituency and to place those efforts in their proper context as defined by the programs of other related agencies, principally the Internet Engineering Task Force (IETF).

- **Architectures and Standards**

Concepts, models, and protocols that enable the interoperability of systems that provide networked information resources and services.

A consistent and complete mechanism for linking bibliographic, abstracting, and indexing files to files of their associated source materials.

A single standard for the transmission of bitmapped image files.

Protocols for handling networked requests for delivery of source materials.

Mechanisms for inter-organizational authentication, accounting, and billing.

Lessons drawn from the experience of pilot projects that exercise networked printing utilities.

An "interoperability testbed" to specify, implement, and test advanced functions for Z39.50 to accelerate the pace and to ensure the quality of standardization efforts in this area.

- **Legislation, Codes, Policies, and Practices**

Findings and agreements of various types that frame and address the national, social, and behavioral issues arising from the use of networks for information access and delivery and for knowledge production, distribution, and utilization in general.

A (print and networked) clearinghouse for and a register of statements from organizations with positions, principles, codes, statutes, etc. pertaining to networked information.

Model principles, policies, and practices pertaining to the social, professional, and legal structures and processes that define networked scholarly publication and communication.

Principles, policies, and practices pertaining to (a) asocial (such as hateful speech and predatory or criminal behavior) and other "responsible use" behaviors in networked environments, and, (b) balancing the need for both confidentiality (even anonymity) and security in networked environments.

Participating in the NREN/NII public policy process.

- **Teaching and Learning**

Promoting the use of networks by teaching and learning communities, the projection of networked information resources and services to such communities, and assisting and promoting efforts to educate users about networks and networked information resources and services.

Exemplary models of educational, rather than research, networking.

Information packets for specific "new user" communities of school administrators, distance learning professionals, community college officials, public librarians, museum executives, and others.

Promoting the creation of learning communities, particularly those involving partnership efforts between service providers (librarians and information technologists) and faculty using networks and networked information resources and services.

Collecting and disseminating resources available to help faculty use networks and networked information resources and services to enhance their teaching, particularly in collaboration with EDUCOM's Project Jericho.

Reviewing models of workshops that introduce faculty to networks and netwokred information resources and services and developing a prototype(s), particularly in collaboration with EDUCOM's Project Jerico.

Relationships with other associations and organized groups with comparable interests and activities.

Making the National Research and Education Network (NREN) into a resource for educators.

A series of inter-university seminars via computer networks.

- **Management and Professional and User Education**

How to manage institutions and organizations that generate and use networked information resources and services, and, in particular, how to educate professions and users in such institutions and organizations.

Development of a packet of information for use in formulating and addressing institutional and organizational issues arising from the emergence of a national networked information infrastructure and environment.

Assessment measures for comparing institutional excellence in networked information access, management, and delivery.

Workshops and other facilitating events and materials pertaining to the surfacing, managing, and leveraging of cultural differences between information technologists and librarians.

Assisting and influencing regional accrediting associations in their efforts to review the ways in which they assess libraries and computing.

Cultivating a strategic vision of professional roles in the networked information infrastructure and environment.

Use of the Internet as as a vehicle for distance / distributed training for professionals concerned with information resource management.

- **Access to Public Information**

The use of networks to improve access to and delivery of public information at all levels of government and in all sectors of society.

Envision the future of accessto and delivery of networked federal information.

Improve GPO depository library connectivity to and programming of netowkred federal information.

Establish a Visiting Program Officer to work with federal agencies for networked public information.

Identify and locate networked federal resources.

Arrange for a modem service for remote access to Washington, DC area-based dial-up services.

Establish a group to coordinate the making of existing electronic government information available over the Internet.

Promote education and provide intromation about access to and delivery of networked federal information.

Revision of OMB Circular No. A-130 "Management of Federal Information Resources."

Promoting knowledge of and access to the results of state and local government efforts.

MAJOR INITIATIVES

- The Rights for Electronic Access to and Delivery of Information (READI) Project
- The TopNode for Networked Information Resources, Services, and Tools.
- The Z39.50 Interoperability Testbed
- The Information Policies Compilation
- The Use of Networked Information Resources and Services to Improve Teaching and Learning Scholarship Program
- The New Networking Users and Constituencies Information Packet
- The Institutional and Organizational Issues Briefing Packet
- The Access to Public Information Program
- The Capture and Storage of Electronic Theses and Dissertations Project

ENDORSED PROJECTS

- **College Library Access and Storage System (CLASS) Project**

Commission for Preservation and Access, Cornell University Library, Cornell Information Technologies, and Xerox Corporation.

- **Knowledge Management: Refining Roles in Scholarly and Scientific Communication**

Laboratory for Applied Research in Academic Information, Welch Medical Library, The Johns Hopkins University.

- **New Pathways to a Degree: Annenberg/CPB Project**

  University of Maine at Augusta on behalf of the Community College of Maine, the Oregon State System of Higher Education, West Virginia University, College of St. Catherine, Indiana University - Purdue University of Indianapolis, Northern Virginia Community College, and Rochester Institute of Technology

- **Consortium for University Printing and Information Distribution Serving the Community of University Publishers and Information Distributors (CUPID) Project**

  Harvard University, California State University System, Cornell University, Virginia Polytechnic Institute and State University, University of Michigan, Princeton University, Pennsylvania State University, Duke University, University of California at Davis, and Xerox Corporation

- **Scholarly Communication in the Network Environment: Principles, Policies, and Practice**

  Center for Science and International Affairs, Science, Technology and Public Policy Program, John F. Kennedy School of Government, Harvard University

- **The National Engineering Education Coalition**

  Cal Poly San Luis Obispo, University of California at Berkeley, Cornell University, Hampton University, Iowa State University, Southern University, Stanford University, and Tuskegee University

- **The Reserve Publishing Project.**

  This project is in the process of being organized by the National Association of College Stores and the ARL with the assistance of the Coalition.

- **Project Jericho: A National Strategy for Helping Faculty Use Information Technologies to Serve the Educational Goals of Colleges and Universities.**

  This project is in the process of being organized by EDUCOM with the assistance of the Coalition.

- **Developing National Strategies for Managing Scientific and Technological Information.**

  This project is in the process of being organized by ARL with the assistance of the Coalition.

- **The BRS Search / Z39.50 Development Project**

  This project is in the process of being organized by BRS Software Products / Maxwell Online with the assistance of the Coalition.

FURTHER INFORMATION

Joan K. Lippincott
Assistant Executive Director
Coalition for Networked Information
21 Dupont Circle, Suite 600
Washington, District of Columbia 20036
Voice: 202-296-5098
Fax: 202-872-0884
Internet: joan@cni.org

APPENDIX II

ASSOCIATION OF RESEARCH LIBRARIES
WASHINGTON, D.C.
AUDITED FINANCIAL STATEMENTS
FOR THE YEARS ENDED DECEMBER 31, 1992 AND 1991

Our reports are issued with the understanding that, without our consent, they may be reproduced only in their entirety. Should it be desired to issue or publish a condensation or portion of this report and our name is to be used in connection therewith, our approval must first be secured.

METRO MEYER & ASSOCIATES
A Professional Corporation
Certified Public Accountants

This report consists of 16 pages.

ASSOCIATION OF RESEARCH LIBRARIES
FINANCIAL STATEMENTS
FOR THE YEARS ENDED DECEMBER 31, 1992 AND 1991

CONTENTS

	PAGES
Independents auditors' report	1
Balance sheets	2
Statements of income and fund balances	3 - 5
Statements of cash flows	6
Notes to the financial statements	7 - 9
Independent auditors' report on additional information	10
General Operating Fund - reconciliation of expenses by capability and object of expenditures	11 - 14
Office of Management Services - reconciliation of expenses by capability and object of expenditures	15
Coalition for Networked Information - reconciliation of expenses by capability and object of expenditures	16

MMA METRO MEYER & ASSOCIATES
A Professional Corporation

INDEPENDENT AUDITORS' REPORT

Board of Directors
Association of Research Libraries
21 Dupont Circle
Washington, DC 20036

We have audited the accompanying balance sheets of Association of Research Libraries as of December 31, 1992 and 1991, and the related statements of revenues, expenses and other changes in fund balances for the years then ended. These financial statements are the responsibility of the Association's management. Our responsibility is to express an opinion on these financial statements based on our audits.

We conducted our audits in accordance with generally accepted auditing standards. Those standards require that we plan and perform the audits to obtain reasonable assurance about whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statements presentation. We believe that our audits provide a reasonable basis for our opinion.

In our opinion, the financial statements referred to above present fairly, in all material respects, the financial position of Association of Research Libraries as of December 31, 1992 and 1991 and the changes in fund balances and fund revenues, expenses and other changes for the years then ended in conformity with generally accepted accounting principles.

Metro Meyer & Associates

METRO MEYER & ASSOCIATES
A Professional Corporation
Certified Public Accountants

April 12, 1993

ASSOCIATION OF RESEARCH LIBRARIES
BALANCE SHEETS
DECEMBER 31, 1992 AND 1991

	GENERAL OPERATING FUND	OFFICE OF MANAGEMENT SERVICES	COALITION FOR NETWORKED INFORMATION	YEARS ENDED DECEMBER 31 1992	1991
ASSETS					
Cash	$ 47,046	$ -0-	$ -0-	$ 47,046	$ 316,054
Investments, short-term at cost (note 2)	592,536	-0-	506,308	1,098,844	1,152,959
Accounts receivable	32,991	52,659	-0-	85,650	91,297
Due to < from > other funds	412,815	< 205,233 >	< 207,582 >	< 0 >	-0-
Prepaid expenses	61,821	-0-	17,900	79,721	21,225
Interest receivable	719	-0-	2,458	3,177	6,400
Inventory	19,589	-0-	-0-	19,589	12,940
Leasehold improvements	288,552	-0-	-0-	288,552	-0-
Furniture and equipment	233,287	110,694	64,575	408,556	369,082
Less: accumulated depreciation	<172,828 >	< 78,006 >	< 17,749 >	< 268,583 >	< 224,015 >
Total	$ 1,516,528	$ < 119,886 >	$ 365,910	$ 1,762,552	$ 1,745,942
LIABILITIES AND FUND BALANCES					
Unapplied income	$ 785,901	$ -0-	$ -0-	$ 785,901	$ 672,397
Accounts payable	235,867	-0-	6,719	242,586	206,458
	1,021,768	-0-	6,719	1,028,487	878,855
Board designated reserve	167,820		-0-	167,820	96,506
Fund balances	326,940	< 119,886 >	359,191	566,245	770,581
Total	$ 1,516,528	$ < 119,886 >	$ 365,910	$ 1,762,552	$ 1,745,942

MMA METRO MEYER & ASSOCIATES

ASSOCIATION OF RESEARCH LIBRARIES
GENERAL OPERATING FUND
STATEMENTS OF INCOME AND FUND BALANCES
FOR THE PERIODS INDICATED

	CAPABILITIES YEARS ENDED DECEMBER 31 1992	GRANTS/ SPECIAL PROGRAMS YEARS ENDED DECEMBER 31 1992	TOTAL 1992	TOTAL 1991
Revenue:				
Dues	$ 1,196,000	$ 52,000	$ 1,248,000	$ 1,190,000
Investment income	40,070	-0-	40,070	38,056
Publication sales	74,395	825	75,220	77,732
Grant & contract	86,721	688,131	774,852	21,356
Miscellaneous	1,347	150	1,497	-0-
Cost recovery	32,175	148	32,323	27,899
Total revenue	1,430,708	741,254	2,171,962	1,355,043
Expenses (Schedules, pages 11-14)	1,309,972	732,954	2,042,926	1,227,212
Excess revenues	$ 120,736	$ 8,300	129,036	127,831
Fund balance, beginning of year			269,218	201,387
Fund balance, end of year			398,254	329,218
Adjustments:				
Addition to board designated reserve			< 60,000 >	< 60,000 >
Interest earned on board reserve			< 11,314 >	-0-
Total adjustments			< 71,314 >	< 60,000 >
Adjusted fund balance			$ 326,940	$ 269,218

MMA METRO MEYER & ASSOCIATES

ASSOCIATION OF RESEARCH LIBRARIES
OFFICE OF MANAGEMENT SERVICES
STATEMENTS OF INCOME AND FUND BALANCES
FOR THE PERIODS INDICATED

		CAPABILITIES YEARS ENDED DECEMBER 31	
	BUDGET	1992	1991
Revenue			
Publication sales	$ 160,000	$ 136,003	$ 146,519
Training	250,000	169,580	225,268
Conference fees	30,000	37,677	-0-
Consultation fees	53,000	62,430	33,260
Cost recovery	20,000	29,156	21,555
ARL support - OMS	147,000	147,000	141,350
Royalties	-0-	-0-	150
Total Revenue	660,000	581,846	568,102
Expenses (Schedules, page 15)	675,530	632,764	629,512
Excess revenues	$ < 15,530 >	< 50,918 >	< 61,410 >
Fund balance, beginning of year		< 68,968 >	< 7,558 >
Fund balance, end of year		$ < 119,886 >	$ < 68,968 >

ASSOCIATION OF RESEARCH LIBRARIES
COALITION FOR NETWORKED INFORMATION
STATEMENT OF INCOME
FOR THE PERIODS INDICATED

	CAPABILITIES YEARS ENDED DECEMBER 31	
	1992	1991
Revenue		
Dues	$ 676,582	$ 822,754
Investment income	1,688	19,895
Cost recovery	4,175	1,750
Total revenue	682,445	844,399
Expenses		
(Schedules, page 16)	893,585	591,938
Excess revenues	< 211,140 >	252,461
Fund balance, beginning of year	570,331	317,870
Fund balance, end of year	$ 359,191	$ 570,331

ASSOCIATION OF RESEARCH LIBRARIES
STATEMENTS OF CASH FLOWS
FOR THE PERIODS INDICATED

	YEAR ENDED 12/31/92	YEAR ENDED 12/31/91
CASH FLOWS FROM OPERATING ACTIVITIES		
Net Income	$ 6,804	$ 6,421
Adjustments to reconcile net income to net cash provided by operating activities		
Depreciation	44,568	36,159
Changes in assets and liabilities:		
< Increase > decrease in accounts receivable	5,647	< 31,945 >
< Increase > decrease in prepaid expenses	< 58,496 >	< 8,137 >
< Increase > decrease in inventory	< 6,649 >	9,370
Increase in accounts payable and accrued expenses	36,128	136,924
< Increase > decrease in interest receivable	3,223	< 1,002 >
< Increase > decrease in unapplied income	< 26,324 >	144,143
Total adjustments	< 1,903 >	285,512
Net cash provided by operating activities	4,901	291,933
CASH FLOWS FROM INVESTING ACTIVITIES		
Capital expenditures	< 328,025 >	< 62,725 >
Net cash used in investing activities	< 328,025 >	< 62,725 >
NET INCREASE < DECREASE > IN CASH AND CASH EQUIVALENTS	< 323,124 >	229,208
CASH AND CASH EQUIVALENTS AT BEGINNING OF YEAR	1,469,014	1,239,806
CASH AND CASH EQUIVALENTS AT END OF YEAR	$ 1,145,890	$ 1,469,014

ASSOCIATION OF RESEARCH LIBRARIES
NOTES TO THE FINANCIAL STATEMENTS
DECEMBER 31, 1992

1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

Organization

The Association of Research Libraries is a non-profit educational organization comprised of the major research libraries in the United States and Canada. The purpose of the Association is to initiate and develop plans for strengthening research library resources and services in support of higher education and research. As part of its activities, the Association also operates the Office of Management Services.

The Office of Management Services was established by the Association in 1970. The Office conducts research into organizational problems of research libraries, develops new management techniques, and offers information services and training.

The Coalition For Networked Information was established on March 16, 1990. The Coalition's purpose is to promote the creation of and access to information resources in networked environments in order to enrich scholarship and to enhance intellectual productivity.

Basis of accounting

The Association's financial statements are reported on the accrual basis, with the exception of the Office of Management Services' Publication Program, which is reported on the cash basis.

Furniture, equipment and depreciation

Furniture and equipment are recorded at cost. Depreciation of furniture and equipment is provided on the straight-line method over the estimated useful lives of the assets, which is generally five to ten years.

Income taxes

The Association is exempted from income taxes under Internal Revenue Code Section 501(c)(3) and applicable District of Columbia law.

Retirement plan

The Association has a retirement plan which covers substantially all full-time employees. Contributions to the plan are based on a percentage of salary for enrolled staff members. Total amounts paid in by the Association were $136,347 and $123,351 for 1992 and 1991 respectively.

ASSOCIATION OF RESEARCH LIBRARIES
NOTES TO THE FINANCIAL STATEMENTS
DECEMBER 31, 1992

1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

Leases

The Association leases its office space under an operating lease which expires on December 31, 1992. Total rent and storage charges for the operating lease were $109,192 for 1992 and $102,482 for 1991.

As of the date of these financial statements, the Association has executed a lease for a term of eleven years for approximately 9,200 square feet of office space located at 21 Dupont Circle in Washington, D.C. Future minimum lease payments under this operating lease are as follows:

1993	$ None	10 months abated
1994	240,426	1 month abated
1995	267,122	
1996	272,443	
1997	277,932	

2. MARKETABLE SECURITIES

Marketable securities are recorded at cost. Securities owned at December 31, 1992 consisted of the following:

	COST	MARKET
Dean Witter US Government Money Market Trust	$ <65,889>	$ <65,889>
Dean Witter US Government Securities Trust	661,669	637,429
Dean Witter US Government Money Market Trust	<69,133>	<69,133>
Dean Witter US Government Securities Trust	572,197	562,470
	$ 1,098,844	$ 1,064,877

ASSOCIATION OF RESEARCH LIBRARIES
NOTES TO THE FINANCIAL STATEMENTS
DECEMBER 31, 1992

3. UNAPPLIED INCOME

Income received in advance and unearned as of December 31, 1992 is classified as follows:

Deferred 1993 ARL dues	$ 624,000
Foreign acquisitions - Mellon	124,690
GIS Literacy Project	13,882
NRMM Performance bond	13,070
Latin American Project	6,736
PPP Revision - NEH	3,132
NRMM II - NEH	274
Cultural Diversity Project - H. W. Wilson	117
	$ 785,901

MMA METRO MEYER & ASSOCIATES
A Professional Corporation

INDEPENDENT AUDITORS' REPORT ON ADDITIONAL INFORMATION

Board of Directors
Association of Research Libraries
21 Dupont Circle
Washington, D.C. 20036

Our report on our audit of the basic financial statements of Association of Research Libraries for 1992 appears on page one. We conducted our audit in accordance with generally accepted auditing standards for the purpose of forming an opinion on the basic financial statements taken as a whole. The additional information included on pages 15 through 16 is presented for purposes of additional analysis and is not a required part of the basic financial statements. Such information has been subjected to the auditing procedures applied in the audit of the basic financial statements and, in our opinion, is fairly stated in all material aspects in relation to the basic financial statements taken as a whole.

Metro Meyer & Associates

METRO MEYER & ASSOCIATES
A Professional Corporation
Certified Public Accountants

April 12, 1993

ASSOCIATION OF RESEARCH LIBRARIES
GENERAL OPERATING FUND
RECONCILIATION OF EXPENSES BY CAPABILITY AND BY OBJECT OF EXPENDITURES
FOR THE YEAR ENDED DECEMBER 31, 1992

	ADMIN-ISTRATION	STATISTICS	COMMUNI-CATION	AAC TASK FORCE	MEMBER-SHIP MEETINGS	GOVERN-ANCE	MANAGE-MENT SERVICES	FEDERAL RELATIONS & INFO POLICY	COLLECTION SERVICES
Employee costs	$ 272,249	$ 31,796	$ 67,381	$ 6,850	$ 40,092	$ 25,594	$ 9,924	$ 75,022	$ 43,101
Professional services	[illegible]	12,600	338	750	8,116	0	0	6,001	4,700
Travel	19,607	5,335	2,126	333	68,874	26,863	612	6,740	31,495
Communications	23,547	3,461	5,680	92	3,572	1,969	54	1,457	2,597
Publications	13,961	9,911	28,855	468	30,136	40	0	50	2,403
Office operations	22,759	3,152	2,844	262	2,643	669	87	6,930	923
Special allocations	(97,109)	0	0	0	0	0	147,000	0	0
Total expenses	319,326	66,245	107,020	8,755	153,433	55,135	157,677	96,200	85,219
Budget	$ 307,022	$ 80,400	$ 106,700	$ 0	$ 116,600	$ 21,400	$ 158,400	$ 112,000	$ 66,400

ASSOCIATION OF RESEARCH LIBRARIES
GENERAL OPERATING FUND
RECONCILIATION OF EXPENSES BY CAPABILITY AND BY OBJECT EXPENDITURES
FOR THE YEAR ENDED DECEMBER 31, 1992

	ACCESS AND TECH NOLOGY	[illegible] RELATIONS	OFFICE OF SCIENTIFIC AND ACADEMIC	RESEARCH AND DEVELOP MENT	[illegible] LITERACY	NRMM	NRMM PROJECT PLRI BOND	NRMM III PROJECT NEH	MELLON REPORT R & D
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ 26,8[illegible]	$ 17,3[illegible]	$ [illegible]	$ [illegible]	$ 8,160	$ 11,921
[illegible]	[illegible]	[illegible]	8,360	[illegible]	0	[illegible]	88,893	366,237	4,03[illegible]
[illegible]	[illegible]	6,33[illegible]	[illegible]	2,538	3,4[illegible]	[illegible]	930	7,26[illegible]	208
[illegible]	[illegible]	[illegible]	5,90[illegible]	97[illegible]	[illegible]	0	24	[illegible]	778
[illegible]	[illegible]	[illegible]	36,9[illegible]	[illegible]	[illegible]	0	0	0	[illegible]
Office operations	[illegible]	[illegible]	[illegible]	4,09[illegible]	12[illegible]	[illegible]	499	[illegible]	[illegible]
[illegible]	0	0	0	0	0	0	0	0	0
Total expenses	[illegible]	[illegible]	[illegible]	35,09[illegible]	[illegible]	[illegible]	91,42[illegible]	378,[illegible]29	20,849
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ 41,30[illegible]	$ 30,088	$ [illegible]	$ 101,000	$ 590,433	$ 0

179

180

MMA METRO METER & ASSOCIATES

ASSOCIATION OF RESEARCH LIBRARIES
GENERAL OPERATING FUND
RECONCILIATION OF EXPENSES BY CAPABILITY AND BY OBJECT EXPENDITURES
FOR THE YEAR ENDED DECEMBER 31, [illegible]

	NRMM (MELLON)	FOREIGN ACQUISITION (MELLON)	LATIN AMERICAN PROJECTS	NEH - PPP REVISION	PPP CONTRIBUTION COSTS	MASS DEACID CONFERENCE
Employee costs	$ 2,960	$ 20,608	$ 2,400	$ 15,324	$ 7,340	$ 0
Professional services	[illegible]	17,064	0	4,400	0	800
Travel	141	10,159	0	980	0	0
Communications	13	849	100	658	0	293
Duplication	25	208	0	15	0	4,482
Other operating	0	1,200	0	708	1,108	43
[illegible]	0	0	0	3,288	0	0
Total expenses	[illegible]	[illegible]	2,500	25,063	8,449	5,618
Budget	$ [illegible]	$ [illegible]	$ 5,500	$ 41,746	$ 7,467	$ 4,618

ASSOCIATION OF RESEARCH LIBRARIES
GENERAL OPERATING FUND
RECONCILIATION OF EXPENSES BY CAPABILITY AND BY OBJECT EXPENDITURES
FOR THE YEAR ENDED DECEMBER 31, 1992

	CULTURAL DIVERSITY	[illegible] PROJECT	RESERVE READING CUSTOMER PUBLICATIONS	12/31/92 TOTAL	12/31/91 TOTAL
Employee costs	$ 326	$ 4,053	$ 0	$ 777,940	$ 744,557
Contractual services	0	4,150	1,525	640,904	936,099
Travel	0	235	0	258,298	192,543
Communications		576	44	56,888	46,353
Publications	0	22	0	87,897	82,417
Office operations	0	114	0	168,221	151,878
Special programs	0	0		52,729	62,109
Total expenses	326	9,150	1,569	2,042,926	2,215,958
Budget	$ 500	$ 0	$ 0	$ 2,278,116	$ 2,191,987

183

184

ASSOCIATION OF RESEARCH LIBRARIES
OFFICE OF MANAGEMENT SERVICES
RECONCILIATION OF EXPENSES BY CAPABILITY AND BY OBJECT EXPENDITURES
FOR THE YEAR ENDED DECEMBER 31, 1992

	INFORMATION SERVICES	SPEC	TRAINING	OPERATIONS GRANT MANAGEMENT	12/31/92 TOTAL	1991 TOTAL
[illegible]	$ 98,69?	$ 52,6??	$ 96,81?	$ 64,743	$ 312,873	$ 283,968
Professional services	4,985	10,833	29,996	502	51,316	54,716
[illegible]	52,966	203	54,332	22,33?	129,564	111,582
[illegible]	4,548	11,469	9,907	6,725	33,649	34,655
[illegible]	3,000	33,323	6,535	547	43,405	78,004
[illegible]	2,948	2,999	3,740	53,271	61,957	66,587
[illegible]	0	0	0	0	0	0
Total expenses	174,678	109,441	200,727	147,919	632,764	629,512
Budget	$ 72,395	$ 187,245	$ 274,660	$ 141,230	$ 675,530	$ 643,785

185

186

MMA [illegible]

ASSOCIATION OF RESEARCH LIBRARIES
COALITION FOR NETWORKED INFORMATION
RECONCILIATION OF EXPENSES BY CAPABILITY AND BY OBJECT EXPENDITURES
FOR THE YEAR ENDED DECEMBER 31, 1992

	12/31/92 OPERATIONS	12/31/91 OPERATIONS
Employee costs	$ 243,983	$ 184,230
Professional services	86,763	39,992
Grants	342,245	213,056
Communications	43,779	21,908
Publications	35,615	19,990
Office operations	52,506	44,994
Overhead allocation	88,692	67,768
Total expenses	$ 893,583	$ 591,938

APPENDIX III

122nd ARL Membership Meeting

May 6-7, 1993
Honolulu, Hawaii

ATTENDANCE LIST

Member Institution	Represented by
University of Alabama Libraries	Charles B. Osburn
University of Alberta Library	Ernie Ingles
University of Arizona Library	[not represented]
Arizona State University Library	[not represented]
Auburn University Library	William C. Highfill
Boston University Library	[not represented]
Boston Public Library	[not represented]
Brigham Young University Library	Sterling J. Albrecht
University of British Columbia Library	Ruth J. Patrick
Brown University Library	Merrily Taylor
University of California-Berkeley	Dorothy Gregor
University of California-Davis	Marilyn J. Sharrow
University of California-Irvine	Joanne R. Euster
University of California-Los Angeles	Gloria Werner
University of California-Riverside	[not represented]
University of California-San Diego	Gerald Lowell
University of California-Santa Barbara	Joseph A. Boisse
Canada Institute for Science & Technical Information	[not represented]
Case Western Reserve University Libraries	[not represented]
Center for Research Libraries	Donald Simpson
University of Chicago Library	Martin Runkle
University of Cincinnati Libraries	David Kohl
University of Colorado Libraries	[not represented]
Colorado State University Library	Joan Chambers
Columbia University Libraries	Elaine Sloan
University of Connecticut Library	Norman Stevens
Cornell University Libraries	[not represented]
Dartmouth College Libraries	Margaret A. Otto
University of Delaware Library	Susan Brynteson
Duke University Libraries	John Lubans
Emory University	[not represented]

Member Institution	**Represented by**
University of Florida	Dale Canelas
Florida State University Library	Charles Miller
Georgetown University Library	Naomi Broering
University of Georgia Libraries	[not represented]
Georgia Institute of Technology	[not represented]
University of Guelph Library	John Black
Harvard University Library	Linda West
University of Hawaii Library	John R. Haak
University of Houston Libraries	Robin Downes
Howard University Libraries	[not represented]
University of Illinois at Chicago	Sharon A. Hogan
University of Illinois Library at Urbana	[not represented]
Indiana University Libraries	[not represented]
University of Iowa Libraries	Sheila D. Creth
Iowa State University Library	Nancy L. Eaton
Johns Hopkins University Library	Scott Bennett
University of Kansas Libraries	William J. Crowe
Kent State University Libraries	Don Tolliver
University of Kentucky Libraries	[not represented]
Laval University Library	Claude Bonnelly
Library of Congress	Winston Tabb
Linda Hall Library	[not represented]
Louisiana State University Library	[not represented]
McGill University Library	[not represented]
The University of Manitoba Libraries	Carolynne Presser
University of Maryland Libraries	H. Joanne Harrar
University of Massachusetts Libraries	[not represented]
Massachusetts Institute of Technology Libraries	Carol Fleishauer
McMaster University Library	Graham R. Hill
University of Miami Library	Frank Rodgers
University of Michigan Library	Donald E. Riggs
Michigan State University Library	[not represented]
University of Minnesota Libraries	[not represented]
University of Missouri Library	Martha Alexander
National Agricultural Library	Joseph Howard
National Library of Canada	Marianne Scott
National Library of Medicine	[not represented]
University of Nebraska-Lincoln	Kent Hendrickson
The University of New Mexico	Robert Migneault
New York Public Library	[not represented]
New York State Library	[not represented]
New York University Libraries	[not represented]
University of North Carolina Library	Joe Hewitt
North Carolina State University	Susan K. Nutter

Member Institution	Represented by
Northwestern University Libraries	David F. Bishop
University of Notre Dame Libraries	[not represented]
Ohio State University Libraries	[not represented]
University of Oklahoma Libraries	Sul H. Lee
Oklahoma State University Library	Edward R. Johnson
University of Oregon Library	George W. Shipman
University of Pennsylvania Libraries	Paul H. Mosher
Pennsylvania State University Library	[not represented]
University of Pittsburgh Libraries	Paul Kobulnicky
Princeton University Library	[not represented]
Purdue University Library	Emily R. Mobley
Queen's University	[not represented]
Rice University Library	Beth Shapiro
University of Rochester Libraries	James F. Wyatt
Rutgers University Library	Frank Polach
University of Saskatchewan	[not represented]
Smithsonian Institution Libraries	Barbara J. Smith
University of South Carolina Libraries	[not represented]
University of Southern California	[not represented]
Southern Illinois University Library	Carolyn Snyder
Stanford University Libraries	Robert L. Street
State University of New York at Albany Libraries	Meredith Butler
State University of New York at Buffalo Libraries	Barbara von Wahlde
State University of New York at Stony Brook Library	John B. Smith
Syracuse University Library	David H. Stam
Temple University	[not represented]
University of Tennessee Libraries	[not represented]
University of Texas Libraries	[not represented]
Texas A&M University Library	Mary Lou Goodyear
University of Toronto Libraries	Carole Moore
Tulane University Library	Philip E. Leinbach
University of Utah Libraries	Roger K. Hanson
Vanderbilt University Library	Malcolm Getz
University of Virginia	Kendon Stubbs
Virginia Polytechnic Institute and State University	[not represented]
University of Washington Libraries	Betty G. Bengtson
Washington State University Libraries	Nancy L. Baker
Washington University Libraries	Shirley K. Baker
University of Waterloo Library	[not represented]
Wayne State University Libraries	Peter Spyers-Duran
University of Western Ontario	[not represented]
University of Wisconsin Libraries	[not represented]
Yale University Libraries	Millicent D. Abell
York University Libraries	[not represented]

Speakers and Guests

American Library Association	Marilyn Miller
Annapolis International	Ronald Morse
Association of College and Research Libraries	Jacquelyn McCoy
Australian National University Library	Colin Steele
Brown University	Samuel Streit
First Hawaiian Bank	Michael Murokoshi
3M Information Services	Barbara Peterson
ISM Library Information Services Ltd	Natsuko Furuya
Jankowski Associates	Katherine Jankowski
Korea Institute of Science and Technology	Ke Hong Park
Library of Congress	Sarah E. Thomas
National Library of Australia	Warren Horton
National Public Radio	John McChesney
Ohio State University	James Bartholomew
State University of New York at Albany	Gloria DeSole
The Science University of Tokyo	Haruo Kuroda
University of Adelaide	Raymond Choate
University of Auckland	Peter Durey
University of Chicago	Gerald Munoff
University of Hawaii Press	William Hamilton
University of Hawaii	Miles Jackson, Jr.
University of Hawaii	Michael Oksenberg
University of Hawaii	Madeleine Goodman
University of Hawaii	Mark Juergensmeyer
University of Hawaii	Franklin Odo
University of Massachusetts	Gordon Fretwell
University of Pennsylvania; ARL Visiting Program Officer	Mary Jackson
University of Washington Libraries	Judith Henchy

ARL Staff

Adler, Prudence	Assistant Executive Director, Federal Relations and Intl. Policy
Barrett, Jaia	Acting Associate Executive Director
Brooks, Mary Jane	Office Manager
Daval, Nicola	Consultant
Jurow, Susan	Director, Office of Management Services
Okerson, Ann	Director, Office of Scientific and Academic Publishing
Peters, Paul	Executive Director, Coalition for Networked Information
Reed-Scott, Jutta	Senior Program Officer for Access and Collections Services
Webster, Duane	Executive Director
Welch, Brigid	OMS Senior Program Officer for Info. Services & OMS Operations

APPENDIX IV

THE ASSOCIATION OF RESEARCH LIBRARIES - OFFICERS AND MEMBERS OF THE BOARD OF DIRECTORS, COMMITTEES AND WORK GROUPS

MAY 1993

ARL OFFICERS AND BOARD FOR OCT. 92 – OCT. 93

Susan K. Nutter,	President	(Oct. 1989 - Oct. 1994)
John Black	Vice President and President Elect	(Oct. 1991 - Oct. 1994)
Arthur Curley,	Past President	(Oct. 1989 - Oct. 1993)
Jerry D. Campbell		(Oct. 1990 - Oct. 1993)
Dale B. Canelas		(Oct. 1992 - Oct. 1995)
Joan Chambers		(Oct. 1990 - Oct. 1993)
Nancy Cline		(Oct. 1991- Oct. 1994)
Sul H. Lee		(Oct. 1991 - Oct. 1994)
Emily R. Mobley		(Oct. 1990 - Oct. 1993)
George W. Shipman		(Oct. 1992 - Oct. 1995)
David H. Stam		(Oct. 1992 - Oct. 1995)

GOVERNANCE COMMITTEES

Executive Committee (1992-93)

Susan K. Nutter
John Black
Arthur Curley

Staff: Duane Webster

Committee on Nominations (1993)

To be named in June
John Black, ARL Vice President, Chair (1993)

Steering Committee for Coalition for Networked Information (ARL Representatives)

David Bishop (1993-96)
Nancy Cline (1991-94)
Jerome Yavarkovsky (1990-93)

Task Force on Association Membership Issues

John Black
Margaret Otto
Kendon L. Stubbs
Gloria Werner, Chair

Staff: Nicola Daval

STANDING COMMITTEES

Standing committees oversee issues related to the ARL Strategic Program Objectives. Members are appointed by the ARL Executive Committee for three-year terms (calendar year). Appointments are renewed only in exceptional cases. Chairs are appointed for two-year terms, renewable once.

Information Policies Committee

Scott Bennett (1993-95)
John Black (1992-94)
Jennifer Cargill (1993-95)
Nancy Cline (1991-93)
Hiram Davis (1992-94)
Joanne Euster (1993-95)
Kenneth Frazier (1993-95)
David Kohl (1992-94)
Jay K. Lucker (1993-95)
Carlton C. Rochell (1991-93)
Carolyn Snyder (1993-95)
James Neal (1992-94), Chair (1993-94)

Staff: Prue Adler

Access to Information Resources Committee

Shirley K. Baker (1993-95)
Susan Brynteson (1992-94)
Paul Fasana (1991-93)
Malcolm Getz (1992-94)
Paul Mosher (1993-95)
William G. Potter (1991-93)
Carolynne Presser (1993-95)
Martin Runkle (1992-94)
Marianne Scott (1992-94)
Barbara Smith (1993-95)
Gloria Werner (1991-93)
Nancy L. Eaton (1990-92), Chair (1991-92)

Sarah Thomas, Library of Congress Liaison

Staff: Jaia Barrett

Research Collections Committee

H. Joanne Harrar (1991-93)
Philip E. Leinbach (1991-93)
Ruth Patrick (1992-94)
Ann Randall (1992-94)
Donald Riggs (1993-95)
Marilyn Sharrow (1993-95)
Donald Simpson (1992-94)
Peter Spyers-Duran (1992-94)
Dale B. Canelas (1991-93), Chair (1993-94)

William Sittig, Library of Congress Liaison

Staff: Jutta Reed-Scott

Preservation of Research Library Materials Committee

Martha Bowman (1992-94)
Dorothy Gregor (1992-94)
Donald W. Koepp (1991-93)
John Laucus (1993-95)
Carole Moore (1991-93)
Eric Ormsby (1993-95)
Margaret Otto (1993-95)
Alain Seznec (1993-95)
Robert Street (1992-94), Chair (1993-94)

Kenneth Harris, Library of Congress Liaison
Jan Merrill-Oldham, University of Connecticut (Consultant)

Staff: Jutta Reed-Scott

Management of Research Library Resources Committee

Nancy Baker (1992-94)
Claude Bonnelly (1992-94)
Arthur Curley (1989-92)
William J. Crowe (ex officio as chair of Statistics Advisory Ctte.)
John Haak (1993-95)
Paul Kobulnicky (1993-95)
Robert Migneault (1992-94)
Robert C. Miller (1991-93)
Catherine Quinlan (1992-94)
Beth Shapiro (1993-95)
Elaine F. Sloan (1991-93)
Merrily Taylor (1993-95)
Paul Willis (1993-95)
Kent Hendrickson , Chair (1993-94)

Staff: Susan Jurow
Brigid Welch

Scholarly Communication Committee

Lois Ann Colaianni (1992-94)
Sheila D. Creth (1991-93)
Paula Kaufmann (1993-95)
Sherrie Schmidt (1993-95)
Jim Thompson (1993-95)
Robert Wedgeworth (1993-95)
James F. Williams (1992-94)
Barbara von Wahlde (1992-94)
Paul Wiens (1993-95)
Arthur P. Young (1991-93)
Millicent D. Abell (1992-94), Chair (1993-94)

Staff: Ann Okerson

ARL Committee on Statistics and Measurement

William Highfill (1993-95)
Graham R. Hill (1992-94)
Ellen Hoffmann (1993-95)
Edward Johnson (1993-95)
Ernie Ingles (1991-93)
Peter Lyman (1992-94)
Susan K. Martin (1992-94)
Frank Rodgers (1993-95)
William Studer (1993-95)
William J. Crowe (1991-93), Chair (1993-94)

Gordon Fretwell, University of Mass. (Consultant)
Kendon L. Stubbs, Univ. of Virginia (Consultant)

Staff: Nicola Daval

ADVISORY COMMITTEES AND TASK FORCES

These "action groups" work on specific projects and programs of the Association. They are permanent or temporary as appropriate.

Advisory Committee on the Office of Management Services

Joanne R. Euster (1993-94)
Don Tolliver (1992-94)
Kent Hendrickson, Chair (1993-94)

Staff: Susan Jurow

Advisory Committee on ARL/CLR Project on Research Library Measurement Tools and Techniques

William Crowe
Joanne R. Euster
Malcolm Getz
Kent Hendrickson

Staff: Jaia Barrett
Susan Jurrow

ARL/RLG Interlibrary Loan Cost Study Project

Dale Canelas
William Crowe
Malcolm Getz
Joan Chambers, Chair

David Ferriero, MIT (Consultant)

Staff: Jutta Reed-Scott
Jaia Barrett

Working Group on Minority Recruitment Initiatives

Meredith Butler
Hiram L. Davis
George W. Shipman, Chair

Gloria DeSole, SUNY-Albany (Consultant)

Staff: Kriza Jennings

Working Group on Scientific and Technical Information (1993)

Betty G. Bengtson
Joseph A. Boissé
Susan K. Nutter
Marilyn J. Sharrow
Margaret Montgomery

Staff: Jaia Barrett

Program Committee for May 1993

Jennifer Cargill
Sheila Creth
George W. Shipman
Carolyn Snyder
John R. Haak, Chair

Staff: Duane Webster
Susan Jurow

Working Group on Review of NEH Preservation Program (1992-93)
(Advisory Group reporting to the ARL Preservation Committee)

Sherry Byrne (Chicago)
Michael Keller (Yale)
Anne Kenney (Cornell)
Carolyn Morrow (Harvard)
Barclay Ogden (California-Berkeley)
David H. Stam
Gerry Munoff, Chair (Chicago)

Staff: Jutta Reed-Scott

Task Force on Preservation Planning

Ross Atkinson (Cornell)
Patricia Battin (Commission on Preservation and Access)
Kenneth Harris (Library of Congress)
Jan Merrill-Oldham (Connecticut)
Carole Moore, Canadian Liaison
Carolyn Morrow (Harvard)
Barclay Ogden (California-Berkeley)
Gene Wiemers (Northwestern)
Robert Street, Chair

Staff: Jutta Reed-Scott

Task Force on Foreign Acquisitions Project

[Advisory Group of AUL's reporting to the ARL Research Collections Committee]

Ross Atkinson (Cornell)
Tony Angiletta (Stanford)
Dale Canelas (ex officio as chair of Research Collections Committee)
Carl Deal (Illinois)
David Farrell (Calif.-Berkeley)
Anthony Ferguson (Columbia)
Gayle Garlock (Toronto)
Linda Gould (Washington)
Michael Keller (Yale)
Heike Kordish (NYPL)
Karen Wittenborg (California-Los Angeles)
William Sittig (LC)

Staff: Jutta Reed-Scott

Task Force on Future Online Library Information Systems

Charles E. Miller
Paul H. Mosher
Merrily Taylor
Paula T. Kaufman, Chair

Staff: Jaia Barrett

REPRESENTATIVES/LIAISONS

American Council of Learned Societies	Duane Webster
Association of American Publishers	Ann Okerson
Association of American Universities	Duane Webster/Prue Adler
Association of American University Presses	D. Webster/Ann Okerson
Association for Information and Image Management, National Standards Council	Jutta Reed-Scott
CAUSE (College and University Systems Exchange)	Arthur P. Young
Consortium of Social Science Associations (COSSA)	Prue Adler
EDUCOM	D. Webster
Eighteenth-Century Short Title Catalogue	Paul Mosher
IFLA Voting Representative	D. Webster
International Copyright Panel of the Advisory Committee on International Intellectual Property	Prue Adler
LC Network Advisory Committee	Prue Adler
LC Cataloging in Publication Advisory Committee	Collin B. Hobert, Iowa State
National Humanities Alliance	D. Webster
National Information Standards Organization Voting Representative	Jaia Barrett
National Institute of Conservators	David Stam
Society of American Archivists	Herbert Finch, Cornell
Society for Scholarly Publishing	Ann Okerson

May 1993

APPENDIX V

MEMBERSHIP ROSTER
with FAX and EMail Numbers

May 1993

University of Alabama Libraries
Gorgas Library
Box 870266
Tuscaloosa, Alabama 35487-0266
Charles B. Osburn
Dean
(205) 348-7561
[FAX 205-348-8833]
cosburn@UA1VM.ua.edu
cosburn@UA1VM

University of Alberta Library
502 Cameron Library
Edmonton, Alberta Canada T6G 2J8
Ernie Ingles
Chief Librarian
(403) 492-5569
[FAX 403-492-8302]
eingles@vm.ucs.ualberta.ca

University of Arizona Library
Tucson, Arizona 85721
Carla Stoffle
Dean of University Libraries
(602) 621-2101
[FAX 602-621-9733]
cstoffle@ccit.arizona.edu.

Arizona State University Library
Tempe, Arizona 85287
Sherrie Schmidt
Dean of University Libraries
(602) 965-3956
[FAX 602-965-9169]
idsxs@asuvm.inre.asu.edu
idsxs@asuacad

Auburn University Library
Auburn AL 36849-5606
William C. Highfill
University Librarian
(205) 844-1714
[FAX 205-844-1753]
highfwc@auducadm.duc.auburn.edu

Boston Public Library
Copley Square
Boston, Massachusetts 02117
Arthur Curley
Librarian
(617) 536-5400
[FAX 617-236-4306]
acurley@BPL.ORG

Boston University Library
Boston, Massachusetts 02215
John Laucus
Director
(617) 353-3710
[FAX 617-353-2084]
jlaucus@bu-pub.bu.edu

Brigham Young University Library
324 Lee Library
Provo, Utah 84602
Sterling J. Albrecht
University Librarian
(801) 378-2905
[FAX 801-378-6347]
libsja@lib.byu.edu
libsja@byuvm.bitnet

University of British Columbia Library
1956 Main Mall
Vancouver, B.C. Canada V6T 1Y3
Ruth J. Patrick
University Librarian
(604) 822-2298
[FAX 604-822-3893]
ruth_patrick@library.ubc.ca

Brown University Library
15 Prospect Street
Providence, Rhode Island 02912
Merrily Taylor
University Librarian
(401) 863-2162
[FAX 401-863-1272]
blips9@brownvm.brown.edu
blips9@brownvm

University of California-Berkeley
Main Library - Room 245
Berkeley, California 94720
Dorothy Gregor
University Librarian
(510) 642-3773
[FAX 510-643-7891]
dgregor@library.berkeley.edu

University of California–Davis
Shields Library – Room 108
Davis, California 95616-5292
Marilyn J. Sharrow
University Librarian
(916) 752-2110
[FAX 916-752-6899]
mjsharrow@ucdavis.edu
mjsharrow@ucdavis.bitnet

University of California–Irvine
The University Library
P.O. Box 19557
Irvine, California 92713
Joanne R. Euster
University Librarian
(714) 856-5212
[FAX 714-725-2472]
jreuster@uci.edu

University of California–Los Angeles
University Library
405 Hilgard Avenue
Los Angeles, California 90024-1575
Gloria Werner
University Librarian
(310) 825-1201
[FAX 310-206-4109]
ecz5gw1@mvs.oac.ucla.edu

University of California–Riverside
University Library
P.O. Box 5900
Riverside, California 92517
James C. Thompson
University Librarian
(714) 787-3221
[FAX 714-787-3285]
thompson@ucrac1.ucr.edu
thompson@ucrvms.bitnet

University of California–San Diego
Central Library, 0175G
9500 Gilman Drive
La Jolla, California 92093-0175
Gerald R. Lowell
University Librarian
(619) 534-3060
[FAX 619-534-4970]
grlowell@ucsd.edu

University of California–Santa Barbara
The University Library
Santa Barbara, California 93106
Joseph A. Boissé
Librarian
(805) 893-3256
[FAX 805-893-4676]
LB05Bois@ucsbuxa.ucsb.edu
LB05Bois@ucsbuxa

Canada Institute for Scientific & Technical Information
National Research Council of Canada
Ottawa, Ontario Canada K1A 0S2
Margot J. Montgomery
Director-general
(613) 993-2341
[FAX 613-952-9112]
mmontgom@cisti.lan.nrc.ca
ENVOY: Montgomery.m

Case Western Reserve University Libraries
Frei Berger Library
11161 East Blvd.
Cleveland, Ohio 44106
D. Kaye Gapen
Director
(216) 368-2990
[FAX 216-368-4272]
dkg3@po.cwru.edu
dkg3%po.cwru.edu@cunyvm

Center for Research Libraries
6050 South Kenwood Avenue
Chicago, Illinois 60637
Donald B. Simpson
President
1-800-621-6044 or (312) 955-4545
[FAX 312-955-4339/0862]
simpson@uhuru.uchicago.edu

University of Chicago Library
Room 180
1100 East 57th Street
Chicago, Illinois 60637-1502
Martin Runkle
Director
(312) 702-8744
[FAX 312-702-6623]
maru@midway.uchicago.edu
uclmaru@uchimvs1

University of Cincinnati Libraries
Langsam Library
Cincinnati, Ohio 45221-0033
David Kohl
Dean and University Librarian
(513) 556-1515
[FAX 513-556-2161]
David.Kohl@UC.EDU
KOHL@UCBEH.bitnet

University of Colorado Libraries
Norlin Library M450
Campus Box 184
Boulder, Colorado 80309-0184
James F. Williams II
Dean
(303) 492-7511
[FAX 303-492-8775]
williams_j@cubldr.colorado.edu

Colorado State University Library
William E. Morgan Library
Fort Collins, Colorado 80523
Joan Chambers
Director
(303) 491-1833
[FAX 303-491-1195]
jchambers@vines.colostate.edu

Columbia University Libraries
Butler Library – Room 316
New York, New York 10027
Elaine F. Sloan
Vice President for Information Services
& Univ. Librarian
(212) 854-2247
[FAX 212-222-0331]
sloan@cunixf.cc.columbia.edu

University of Connecticut Library
Storrs, Connecticut 06268
Norman D. Stevens
Director
(203) 486-2219
[FAX 203-486-0584]
hbladm3@uconnvm.uconn.edu
hbladm3@uconnvm.bitnet

Cornell University Libraries
Ithaca, New York 14850
Alain Seznec
University Librarian
(607) 255-3689
[FAX 607-255-9091]
bm.axs@rlg.stanford.edu
bm.axs@rlg

Dartmouth College Libraries
Hanover, New Hampshire 03755
Margaret A. Otto
Librarian
(603) 646-2235
[FAX 603-646-3702]
margaret.a.otto@dartmouth.edu

University of Delaware Library
Newark, Delaware 19717-5267
Susan Brynteson
Director
(302) 831-2231
[FAX 302-831-1046]
susan.brynteson@mvs.udel.edu

Duke University Libraries
220 Perkins Library
P.O. Box 90193
Durham, North Carolina 27708
Jerry D. Campbell
University Librarian
(919) 660-5800
[FAX 919-684-2855]
JDC@MAIL.LIB.DUKE.EDU

Emory University
Robert W. Woodruff Library
540 Asbury Circle
Atlanta, Georgia 30322
Joan I. Gotwals
Vice Provost and Director of Libraries
(404) 727-6861
[FAX 404-727-0053]
libjig@emuvm1.bitnet

University of Florida Libraries
204 Library West
Gainesville, Florida 32611-2048
Dale B. Canelas
Director of University Libraries
(904) 392-0342
[FAX 904-392-7251]
dbcufla@nervm.nerdc.ufl.edu
dbcufla@nervm

Florida State University Library
Strozier Library – Room 105
Tallahassee, Florida 32306
Charles E. Miller
Director
(904) 644-5211
[FAX 904-644-5016]
cmiller%fsu.bitnet@vtvm2.cc.vt.edu
cmiller@fsu.bitnet

Georgetown University Library
Washington, D.C. 20057
Susan K. Martin
Director
(202) 687-7425
[FAX 202-687-7501]
skmartin@guvax.georgetown.edu
skmartin@guvax

University of Georgia Libraries
Athens, Georgia 30602
William G. Potter
Director
(706) 542-0621
[FAX 706-542-4144]
wpotter@uga.cc.uga.edu
wpotter@uga.bitnet

Georgia Institute of Technology
Price Gilbert Memorial Library
Atlanta, Georgia 30332
Miriam Drake
Director
(404) 894-4510
[FAX 404-894-6084]
mdrake@gtri01.edu
mdrake@gtri01.bitnet

University of Guelph Library
Guelph, Ontario Canada N1G 2W1
John Black
Chief Librarian
(519) 824-4120
[FAX 519-824-6931]
jbb@cosy.uoguelph.ca
libjohn@vm.uoguelph.ca

Harvard College Library
Wadsworth House
Cambridge, Massachusetts 02138
Richard DeGennaro
Director
(617) 495-2401
[FAX 617-495-4750]
r_degennaro@harvard.edu

University of Hawaii Library
2550 The Mall
Honolulu, Hawaii 96822
John R. Haak
Director
(808) 956-7205
[FAX 808-956-5968]
haak@uhunix.uhcc.Hawaii.Edu
haak@uhunix.bitnet

University of Houston Libraries
Houston, Texas 77204-2091
Robin Downes
Director of Libraries
(713) 743-9795
[FAX 713-743-9748]
lib1h@uhupvm1.uh.edu.
lib1h@uhupvm1

Howard University Libraries
500 Howard Place at 6th Street N.W.
Washington, D.C. 20059
Ann K. Randall
Director
(202) 806-7234
[FAX 202-806-5903]

University of Illinois at Chicago
The University Library (m/c 234)
Box 8198
Chicago, Illinois 60680
Sharon A. Hogan
University Librarian
(312) 996-2716
[FAX 312-413-0424]
U47536@uicvm.uic.edu
U47536@UICVM

University of Illinois Library at Urbana
1408 West Gregory Drive
Urbana, Illinois 61801
Robert Wedgeworth
Acting University Librarian
(217) 333-0790
[FAX 217-244-0398]
rwedge@vmd.cso.uiuc.edu

Indiana University Libraries
Bloomington, Indiana 47405
James G. Neal
Dean of University Libraries
(812) 855-3404
[FAX 812-855-2576]
jneal@ucs.Indiana.edu
jneal@iubacs.bitnet

University of Iowa Libraries
Iowa City, Iowa 52242
Sheila D. Creth
University Librarian
(319) 335-5868
[FAX 319-335-5830]
CADSDCTS@UIAMVS
sheila-creth@uiowa.edu

Iowa State University Library
Ames, Iowa 50011
Nancy L. Eaton
Dean of Library Services
(515) 294-1442
[FAX 515-294-2112]
jl.nle@isumvs.iastate.edu
jl.nle@isumvs

Johns Hopkins University Library
The Milton S. Eisenhower Library
Baltimore, Maryland 21218
Scott Bennett
Director
(410) 516-8328
[FAX 410-516-8596]
SBennett@jhuvm.hcf.jhu.edu
SBennett@jhuvm

University of Kansas Libraries
502 Watson Library
Lawrence, Kansas 66045-2800
William J. Crowe
Dean of Libraries
(913) 864-3601
[FAX 913-864-3855]
wcrowe@ukanvm.cc.ukans.edu

Kent State University Libraries
Room 300
Kent, Ohio 44242
Don Tolliver
Dean, Libraries and Media Services
(216) 672-2962
[FAX 216-672-2265]
dtollive@kentvm.kent.edu
dtollive@kentvm

University of Kentucky Libraries
King Library North – Room 127
Lexington, Kentucky 40506
Paul A. Willis
Director
(606) 257-3801
[FAX 606-257-8379]
willis@ukcc.uky.edu
willis@ukcc

Laval University Library
Cité Universitaire
Québec, (Québec) Canada G1K 7P4
Claude Bonnelly
Director
(418) 656-3451
[FAX 418-656-7897]
Bonnelly@vm.ulaval.ca
Bonnelly@LavalVM1

Library of Congress
Washington, D.C. 20540
James H. Billington
Librarian of Congress
(202) 707-5205
[FAX - W.Tabb - 202-707-6269]
Email to W. Tabb: bm.wxt@rlg.stanford.edu
bm.wxt@rlg.bitnet

Linda Hall Library
5109 Cherry Street
Kansas City, Missouri 64110
Bruce Bradlley
Acting Director
(816) 363-4600
[FAX 816-444-9362]
NDAY@VAX1.UMKC.EDU

Louisiana State University Library
Baton Rouge, Louisiana 70803-3300
Jennifer Cargill
Dean of Libraries
(504) 388-2217
[FAX 504-388-6825]
NOTJSC@lsuvm.sncc.lsu.edu

McGill University Library
3459 McTavish Street
Montreal, Québec Canada H3A 1Y1
Eric Ormsby
Director
(514) 398-4677
[FAX 514-398-7356]
ad73@musica.mcgill.ca
ENVOY:E.ORMSBY

McMaster University Library
1280 Main Street West
Hamilton, Ontario Canada L8S 4L6
Graham R. Hill
University Librarian
(416) 525-9140 Local 4359
[FAX 416-546-0625]
hillg@mcmail.cis.mcmaster.ca
Envoy: GR.HILL

The University of Manitoba Libraries
Elizabeth Dafoe Library
Winnipeg, Manitoba Canada R3T 2N2
Carolynne Presser
Director of Libraries
(204) 474-8749
[FAX 204-261-1515]
Presser@ccm.umanitoba.ca
ENVOY: CA.Presser

University of Maryland Libraries
College Park, Maryland 20742
H. Joanne Harrar
Director of Libraries
(301) 405-9127
[FAX 301-314-9408]
hharrar@libr.umd.edu

University of Massachusetts Libraries
Amherst, Massachusetts 01003
Richard J. Talbot
Director
(413) 545-0284
[FAX 413-545-6873]
RJTALBOT@LIBRARY.UMASS.EDU

Massachusetts Institute of Technology Libraries
Cambridge, Massachusetts 02139
Jay K. Lucker
Director
(617) 253-5297
[FAX 617-253-8894]
lucker@mitvma.mit.edu

University of Miami Library
P.O. Box 248214
Coral Gables, Florida 33124
Frank Rodgers
Director
(305) 284-3551
[FAX 305-662-3828]
frodgers@umiami.IR.Miami.edu

University of Michigan Library
818 Hatcher Library
Ann Arbor, Michigan 48109-1205
Donald E. Riggs
Dean of University Library
(313) 764-9356
[FAX 313-763-5080]
donald.riggs@um.cc.umich.edu
userlm5d@umichum.bitnet

Michigan State University Library
East Lansing, Michigan 48824
Hiram L. Davis
Director
(517) 355-2341
[FAX 517-336-3532]
20676HLD@ibm.cl.msu.edu
20676HLD@msu.bitnet

University of Minnesota Libraries
499 Wilson Library
Minneapolis, Minnesota 55455
Thomas W. Shaughnessy
University Librarian
(612) 624-4520
[FAX 612-626-9353]
t-shau@vm1.spcs.umn.edu
t-shau@uminn1

University of Missouri Library
Ellis Library – Room 104
Columbia, Missouri 65201
Martha Bowman
Director
(314) 882-4701
[FAX 314-882-8044]
mabowman@mizzou1.missouri.edu

National Agricultural Library
Beltsville, Maryland 20705
Joseph H. Howard
Director
(301) 504-5248
[FAX 301-504-7042]
Jhoward@nal.usda.gov

National Library of Canada
395 Wellington Street
Ottawa, Ontario Canada K1A 0N4
Marianne Scott
National Librarian
(613) 996-1623
[FAX 613-996-7941]
scott.m@envoy.nrc.ca

National Library of Medicine
Bethesda, Maryland 20894
Donald A. Lindberg
Director
(301) 496-6221
[FAX 301-496-2809]
LOISANN@LHC.NLM.NIH.GOV.

University of Nebraska–Lincoln
The University Libraries
Lincoln, Nebraska 68588-0410
Kent Hendrickson
Dean of Libraries
(402) 472-2526
[FAX 402-472-5131]
kenth@unllib.unl.edu

The University of New Mexico
Zimmerman Library
Albuquerque, New Mexico 87131
Robert Migneault
Dean of Library Services
(505)277-4241
[FAX 505-277-6019]
srollins@unmb.unm.edu
srollins@unmb.bitnet

New York Public Library
Fifth Avenue at 42nd Street
New York, New York 10018
Paul Fasana
Director of the Research Libraries
(212) 930-0708
[FAX 212-869-3567]
bm.pjf@rlg.stanford.edu
bm.pjf@rlg

New York State Library
Cultural Education Center
Empire State Plaza
Albany, New York 12230
Jerome Yavarkovsky
Director
(518) 473-1189
[FAX 518-474-5163]
jyavarko%sedofis@sed.bitnet
usergln9@rpitsmts

New York University Libraries
70 Washington Square South
New York, New York 10012
Carlton C. Rochell
Dean of Libraries
(212) 998-2444
[FAX 212-995-4070]
rochell@acfcluster.nyu.edu.
rochell@nyuacf.bitnet

University of North Carolina Library
CB 3900 Davis Library
Chapel Hill, North Carolina 27599
Joe A. Hewitt
Acting University Librarian
(919) 962-1301
[FAX 919-962-0484]
ugovan@unc.bitnet

North Carolina State University
NCSU Libraries
Box 7111
Raleigh, North Carolina 27695-7111
Susan K. Nutter
Director
(919) 515-7188
[FAX 919-515-3628]
Susan_Nutter@NCSU.edu

Northwestern University Libraries
Evanston, Illinois 60201
David F. Bishop
Librarian
(708) 491-7640
[FAX 708-491-5685]
dbishop@nwu.edu

University of Notre Dame Libraries
Notre Dame, Indiana 46556
Robert C. Miller
Director
(219) 631-7790
[FAX 219-631-6772]
Robert.C.Miller.1@nd.edu

Ohio State University Libraries
Neil Avenue Mall
Columbus, Ohio 43210
William J. Studer
Director
(614) 292-4241
[FAX 614-292-7859]
studer.2@osu.edu

University of Oklahoma Libraries
Norman, Oklahoma 73019
Sul H. Lee
Dean of University Libraries
(405) 325-2611
[FAX 405-325-7550]
UA6431@uokmvsa.backbone.uoknor.edu
bm.SHL@rlg

Oklahoma State University Library
Stillwater, Oklahoma 74078
Edward R. Johnson
Dean of Libraries
(405) 744-6321
[FAX 405-744-5183]
Librerj@mvs.ucc.okstate.edu
Librerj@osucc.

University of Oregon Library
1501 Kincaid Street
Eugene, Oregon 97403
George W. Shipman
University Librarian
(503) 346-3056
[FAX 503-346-3094]
univlib@oregon.uoregon.edu

University of Pennsylvania Libraries
Van Pelt Library
3420 Walnut Street
Philadelphia, Pennsylvania 19104
Paul H. Mosher
Vice Provost & Director of Libraries
(215) 898-7091
[FAX 215-898-0559]
mosher@pobox.upenn.edu

Pennsylvania State University Library
University Park, Pennsylvania 16802
Nancy Cline
Dean of University Libraries
(814) 865-0401
[FAX 814-865-3665]
nmc@psulias.bitnet

University of Pittsburgh Libraries
271 Hillman Library
Pittsburgh, Pennsylvania 15260
Paul Kobulnicky
Acting Director of University Libraries
(412) 648-7710
[FAX 412-648-1245]
knicky@vms.cis.pitt.edu
knicky@pittvms.bitnet

Princeton University Library
One Washington Road
Princeton, New Jersey 08540
Donald Koepp
University Librarian
(609) 258-3170
[FAX 609-258-4105]
koepp@firestone.princeton.edu
bm.dwk@rlg.bitnet

Purdue University Library
Lafayette, Indiana 47907
Emily R. Mobley
Dean of Libraries
(317) 494-2900
[FAX 317-494-0156]
Mobley@mentor.cc.purdue.edu

Queen's University
Douglas Library
Kingston, Ontario Canada K7L-5C4
Paul Wiens
Chief Librarian
(613) 545-2519
[FAX 613-545-6819]
wiensp@qucdn bitnet
wiensp@qucdn.queensu.ca

Rice University Library
Fondren Library
P.O. Box 1892
Houston, Texas 77251
Beth Shapiro
University Librarian
(713) 527-4022
[FAX 713-285-5258]
shapiro@ricevm1.rice.edu
shapiro@Ricelibr.bitnet

University of Rochester Libraries
Rush Rhees Library – Room 236
Rochester, New York 14627
James F. Wyatt
Director
(716) 275-4463
[FAX 716-473-1906]
JWYT@VM.cc.Rochester.EDU
JWYT@UORDBV.bitnet

Rutgers University Library
169 College Avenue
New Brunswick, New Jersey 08903
Frank Polach
Acting University Librarian
(908) 932-7505
[FAX 908-932-7637]
polach@zodiac.rutgers.edu
polach@zodiac

University of Saskatchewan
Saskatoon, Canada S7N 0W0
Frank S. Winter
Acting University Librarian
(306) 966-5927
[FAX 306-966-6040]
winter@sklib.usask.ca

Smithsonian Institution Libraries
Constitution Avenue at 10th St. N.W.
Washington, D.C. 20560
Barbara J. Smith
Director
(202) 357-2240
[FAX 202-786-2866]
libem007@sivm.bitnet

University of South Carolina
Columbia, South Carolina 29208
Arthur P. Young
Director
Thomas Cooper Library
(803) 777-3142
[FAX 803-777-4661]
ilibs01@univscvm.csd.scarolina.edu
ilibs01@univscvm.bitnet

University of Southern California
Los Angeles, California 90089-0182
Peter Lyman
University Librarian and
Dean of the University Libraries
(213) 740-2543
[FAX 213-749-1221]
lyman@vm.usc.edu
lyman@uscvm

Southern Illinois University Library
Carbondale, Illinois 62901-6632
Carolyn Snyder
Dean of Library Affairs
(618) 453-2522
[FAX 618-453-3440]
snyderca@siucvmb.siu.edu
snyderca@siucvmb.bitnet

Stanford University Libraries
Green Library
Stanford, California 94305
Robert L. Street
Vice President for Libraries and Information Resources
(415) 723-2015
[FAX 415-725-6874]
hk.rls@forsythe.stanford.edu

State University of New York at Albany Libraries
1400 Washington Avenue
Albany, New York 12222
Meredith Butler
Director
(518) 442-3568
[FAX 518-442-3567]
mb801@uacsc1.Albany.edu
mb801@albnyvms.bitnet

State University of New York at Buffalo Libraries
432 Capen Hall
Buffalo, New York 14260
Barbara von Wahlde
Associate Vice President for University Libraries
(716) 645-2967
[FAX 716-645-3844]
unlbvw@ubvms.cc.buffalo.edu
unlbvw@ubvms

State University of New York at Stony Brook Library
Stony Brook, New York 11794
John B. Smith
Director and Dean of Libraries
(516) 632-7100
[FAX 516-632-7116]
JBSMITH@CCMAIL.SUNYSB.EDU
JBSMITH@SBCCMAIL.BITNET

Syracuse University Library
Syracuse, New York 13244-2010
David H. Stam
University Librarian
(315) 443-2573
[FAX 315-443-2060]
libdhs@suvm.acs.syr.edu
libdhs@suvm.bitnet.

Temple University
Paley Library
Philadelphia, Pennsylvania 19122
James N. Myers
Director of Libraries
(215) 204-8231
[FAX 215-787-5201]
BOOKSrUS@vm.temple.edu

University of Tennessee Libraries
Knoxville, Tennessee 37996
Paula T. Kaufman
Dean of Libraries
(615) 974-4127
[FAX 615-974-2708]
kaufman@utklib.lib.utk.edu
kaufman@utkvx.bitnet

University of Texas Libraries
Perry-Castaneda Library
P.O. Box P
Austin, Texas 78713-7330
Harold W. Billings
Director
(512) 495-4350
[FAX 512-495-4347]
lyaa051@utxvm.cc.utexas.edu
lfhwb@utxdp.bitnet

Texas A&M University Library
Sterling C. Evans Library
College Station, Texas 77843
Mary Lou Goodyear
Acting Director
(409) 845-8111
[FAX 409-845-6238]
k221ih@tamvm1.tamu.edu

University of Toronto Libraries
Toronto, Ontario Canada M5S 1A5
Carole Moore
Chief Librarian
(416) 978-2292
[FAX 416-978-7653]
Moore@library.utoronto.ca
moore@utoronto

Tulane University Library
New Orleans, Louisiana 70118
Philip E. Leinbach
Librarian
(504) 865-5131
[FAX 504-865-6773]
lb01ilf@music.tcs.tulane.edu
lb01ilf@tcsmusa

University of Utah Libraries
Salt Lake City, Utah 84112
Roger K. Hanson
Director
(801) 581-8558
[FAX 801-585-3464]
rhanson1@utahlib.bitnet

Vanderbilt University Library
419 21st Avenue South
Nashville, Tennessee 37203
Malcolm Getz
Associate Provost
for Information Services
(615) 322-7120
[FAX 615-343-9832]
getz@ctrvax.vanderbilt.edu.

University of Virginia
Alderman Library
Charlottesville, Virginia 22903-2498
Kendon Stubbs and Carol Pfeiffer
Acting University Librarian
(804) 924-3026 or 7849
[FAX 804-924-1431]
kstubbs@virginia.edu
kls9h@poe.acc.virginia.edu

Virginia Polytechnic Institute
and State University
Blacksburg, Virginia 24061
Joanne Eustis
Interim University Librarian
(703) 231-5593
[FAX 703-231-9263]
jeustis@vtvm1.cc.vt.edu
jeustis@vtvm1.bitnet

University of Washington Libraries
Allen Library, FM25
Seattle, Washington 98195
Betty G. Bengtson
Director of Univ. Libraries
(206) 543-1760
[FAX 206-685-8727]
bbengt@u.washington.edu

Washington State University Libraries
Pullman, Washington 99164-5610
Nancy L. Baker
Director of Libraries
(509-335-4557)
[FAX 509-335-6721]
bakern@wsuvm1.csc.wsu.edu

Washington University Libraries
One Brookings Drive
Campus Box 1061
St. Louis, Missouri 63130
Shirley K. Baker
Dean of University Libraries
(314) 935-5400
[FAX 314-935-4045]
baker@wulibs.wustl.edu
baker@wulibs.

University of Waterloo
Waterloo, Ontario Canada N2L 3G1
Murray C. Shepherd
University Librarian
(519) 885-1211
[FAX 519-747-4606]
liboff09@watdcs.uwaterloo.ca
ENVOY:MC.SHEPHERD

Wayne State University Libraries
134 Purdy Library
Detroit, Michigan 48202
Peter Spyers-Duran
Dean of Libraries &
Library Science Program
(313) 577-4020
[FAX 313-577-4172]
pspyers@cms.cc.wayne.edu
pspyers@waynest1

University of Western Ontario
D.B. Weldon Library
London, Ontario Canada N6A 3K7
Catherine A. Quinlan
Director of Libraries
(519) 661-3165
[FAX 519-661-3292]
cquinlan@lib.uwo.ca

University of Wisconsin Libraries
728 State Street
Madison, Wisconsin 53706
Kenneth Frazier
Director
(608) 262-2600
[FAX 608-265-2754]
Frazier@macc.wisc.edu

Yale University Libraries
P.O. Box 1603-A, Yale Station
New Haven, Connecticut 06520
Millicent D. Abell
University Librarian
(203) 432-1818
[FAX 203-432-7231]
millicent_abell@yccatsmtp.ycc.yale.edu

York University Libraries
310 Scott Library
4700 Keele Street
North York, Ontario Canada M3J 1P3
Ellen Hoffmann
University Librarian
(416) 736-5601
[FAX 416-736-5451]
hoffmann@vm2.yorku.ca
hoffmann@yorkvm2

Association of Research Libraries
21 Dupont Circle, Suite 800
Washington, DC 20036
Duane E. Webster
Executive Director

ARL Headquarters Communication:
Phone: 202-296-2296 FAX: 202-872-0884
INTERNET: ARLHQ@cni.org
BITNET: ARLHQ@UMDD
ARL Directors E-mail list: (authorized recipients only)
arl-directors@cni.org

D. Webster: duane@cni.org
P. Adler: prue@cni.org
J. Barrett: jaia@cni.org
N. Daval: nicky@cni.org
A. Okerson: okerson@cni.org
J. Reed-Scott: bb.jrs@rlg.bitnet
(Tel.: 617-736-4734)

CNI: 202-296-2296 FAX: 202-872-0884
P.E. Peters: paul@cni.org
J. Lippincott: joan@cni.org
C. Summerhill: craig@cni.org

OMS: 202-296-8656

S. Jurow: susan@cni.org
B. Welch: brigid@cni.org
K. Jennings: kriza@vms.cis.pitt.edu;
kriza@pittvms
(Tel.: 412-621-1726)
M. Sullivan: msulliv@yalevm.bitnet
(Tel.: 203-776-3808)

TELEX: 4909992155; Answer Back: 4909992155ALA UI

Association of Research Libraries
21 Dupont Circle
Washington, D.C. 20036
(202) 296-2296